NEW CUSTOMERS:

HOW TO CREATE—HOW TO HOLD.

K. M. BANERJEE

No. 1923

ROJA MUTHIAH
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TAMILNADU INDIA

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RAMNAD DIST.

NEW CUSTOMERS:
HOW TO CREATE—HOW TO HOLD.

A Book for those who seek occupation and opportunity in business.

BY

K. M. BANERJEE

Editor of "Industry" and Author of "Money Making by the Mail," "Mercantile and Mail-Order Letters and Methods," "Wide-World English Correspondence," etc., etc.

[SECOND EDITION]

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AUTHOR'S PREFACE.

THE FIRST EDITION.

The art of creating and holding customers is a new subject. Few books there are on this subject even in advanced countries. In India none has yet attempted to write anything on this.

Yet it is a subject of vital interest to the growing body of our educated countrymen who are now seeking employment in the progressive line of trading.

This book is intended to impart to my graduated and matriculated countrymen an inkling of the art of securing and holding customers and disclose to them the trend of the customer-mind.

This book is intended to broad-base the foundation of success in business enterprises for the numberless hoards that our universities bring forth every year, with a mental equipment that leads them everywhere excepting to earning employment.

It is hoped that the following pages will help to bring about a class of businessmen who will reflect glory to our business acumen and integrity.

THE AUTHOR.

THE SECOND EDITION.

The study of customer mind is greatly neglected by our young men who go in for trade. They often forget that whatever one does, money ultimately comes from the customers.

Manufacturing itself is incomplete business unless its counterpart selling is also learned; for no manufacturing business succeeds unless the manufactured goods are adequately sold. And our young men taking selling for granted do not care to learn the difficult art of selling.

But to effect good sale of any article a strong desire for purchase must be created in the customers. This is the subject of this little book. It had been out of print for some time and in the second edition, now out, it is extensively revised and altered, and many new modes, new facts and policies added to.

The world is progressing rapidly and competition is becoming keener in every field of business. Success depends on the way how customers are found and held.

It is confidently hoped that the newer methods elaborated in this edition will be of much help to our businessmen who are old in the field as well as those who are new.

THE AUTHOR.

CONTENTS.

PAGE.

I. Introduction ... 3

The Spirit of Exploitation—The New Art of Trading—The Factors of Success—Training: a Necessary Condition—The Trader: not a Speculator—Create New Customers.

II. The Purchasing Mind ... 15

Study Your Customer—The Routine Efficiency—Satisfy Your Customers—Know Their Wants—Develop the Latent Needs—Minister to New Ambition.

III. Creating New Demand ... 23

The Human Needs—A Growing Institution—Create a New Habit—Scope of Human Wants—Purpose of Human Mind—Create the New Idea—Reach the Stranger—Your Competitors.

IV. Serving Human Needs ... 33

Draw the Human Mind—Sense of Protection—More than Normal Needs—Other Prolific Instincts—Desire for Power—Awaken the Fighting Blood.

V. Serving Human Needs (B) ... 41

Self-Esteem—Reputation—Affection and Friendship—Sensation—Ownership.

VI. The Businessman's Opportunity. 49

Create Buying Habit—Introduce New Necessities—Good Serviceable Sales—The Bad Policy of Tricking—Retain Old Customers—Create New Ones—Free Sample—Free Demonstration—To Push a Restaurant—Difficult Yet Profitable Problem.

PAGE

VII. How Business Grows ... 63

Business Grows as Circumstanced—System and Experience—The Personal Experience of the Owner—Blind Rush of Inexperience—Experience Only Builds Business—The Efficient Management—The Customer's Requirement—Capture the Customer's Mind—Win the Customer's Confidence—Make New Customers—Experience Begets Efficiency—Cater to the Market—Big Business with Big Falls.

VIII. The Expansion of Small Trades. 77

Progressive Methods—Another New Attraction—Another Profitable Plan—To Attract Lady Customers—Speciality Sale—Bargain Sale—Children's Necessities—Invitation to Service—Handling of Travelling Agents—Don't Regard Yourself Finished.

IX. Business and Service 87

Preliminary Consideration of a Businessman—Sales are Co-operative—Repeated Orders—Your Store: an Emporium of Service.

X. Making Goods Self-Selling ... 95

Attractive to Strangers—The Quality Points—Customer-Winning Talks—Let the Goods Talk—To Draw Distant Customers—"Quality Cards."

XI. Treat Your Customers as Friends 105

New Forces—Mind: A Living Organism—The Friendly Tie—Don't be Aloof—Sympathy with Needs—Responsive Friendship.

XII. The Purchasing Instinct ... 115

Law that Guides Purchase—Win the Interested Attention—Fascination of News—The Human Touch—Inspire the Curiosity—Excite the Sentiment—Ambition and Prestige—The Folly of Price Cutting.

PAGE.

XIII. Creating Customers by Advertisement ... 129

A Feeling of Competition—Creative Power of Advertisement—Educate the Mind—The Idea of a Necessity—Witchery of a Camera—Automobiles as Easy Conveyances—Another New Necessity—Advertising Builds Industries.

XIV. Better Advertising for Better Effect 141

A Few Hints Only—Requirements of Buyers—Humanise Your Art—Window Display.

XV. New Customers Through The Printing Press ... 151

Wide Field of Earning—Plan Your Sales in a New Way—Mystery of Postal Buying—Other Forms of Publicity—Make the Reader Say "Yes."

XVI. The Real Business 159

Avoid Greed and Waste—Better Your Idea—Fear No Future, Venerate No Past—Service and Profit—Value of an Expert—Overcome Impossibility—Have Good Business—Income and Price.

XVII. Cheapen the Product ... 171

The Industrial Idea—Widen Your Market—A Challenge to the Brain—Eliminate Waste—Laziness and Pride.

XVIII. Practice of Salesmanship ... 181

Value of Personal Experience—The Folly of Overpersuasiveness—Best Value for the Customer—Other Essentials in Salesmanship—Truth the Basis of Success.

THE MODERN DEVELOPMENTS ARE EFFICIENT AS MUCH AS EDUCATED INTELLIGENCE IS APPLIED TO THEM.

REPLACE THE SPIRIT OF EXPLOITATION BY A SPIRIT OF SERVICE—THAT IS THE ESSENCE OF SUCCESS.

N. C. 1.

RM. MUTHIAH
ARTIST
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No. 1923

NEW CUSTOMERS:

HOW TO CREATE—HOW TO HOLD.

INTRODUCTION.

The Spirit of Exploitation.

SHOP-KEEPING or merchandise-mongering is an art that has been in practice since the beginning of civilization in every society and in every country. It was pursued everywhere in the past and is still being pursued by our age-old shop-keeper classes, in a spirit of exploitation.

It has been the practice in our community to train the more intelligent boys in the family for public service and professional lines. The higher education has hitherto served as a stepping stone to employment. We leave the less intelligent ones only for shop-keeping and trading.

Without any opportunity of proper training, they commence in most cases with a spirit

of exploitation imbibed from the professional trading classes, without any of their experience of the customer-mind. The result is that trading or shop-keeping spells in most cases a disreputable occupation. Only a few years ago shop-keeping among the middle class people was associated with an idea of money-grubbing exploitation to unburden the unwary people of their hard-earned treasure.

New Art of Trading.

Higher education is spreading more and more extensively among our middle classes and there are more people now with a higher idea of comfortable living, without having any knowledge of the means of earning to meet it. They are gradually resorting to trading.

A new art certainly this is, which our universities care little to teach—the art of shop-keeping or, in other words, the art of selling. Every man has wants, he must work to satisfy them; he must earn a living, and not only that, he must live a pleasant life.' 'Some of his fellow men, who have got a similar education are earning a good deal in the service of the State or otherwise. Some others with much less education are reaping

sweet fruits of hereditary experience in trading.

With the spread of education, the number of the unemployed among the vast middle class people is increasing. Many of this class are going in for trading—certainly they have better prospect in this line of earning than in any other line. They are bringing in educated intelligence to the art of trading as opposed to hereditary instinct of the shopkeeper classes. But the application of their intelligence should be made in the right direction. It is an unassailable fact that modern developments are efficient in proportion to educated intelligence actually applied to them. The spirit of exploitation must be replaced and a spirit of educated service must be brought in for success in this line of infinite prospect and opportunity.

Factors of Success.

The educated traders of our middle class community have entered the business arena, not really with the businessman's aptitude to study and understand the real factors of success but as amateurs only, although they do not admit the fact. No matter what be the form of enterprise, the conditions of

success are clear appreciation of the customers and their needs, avoidance of the spirit of exploitation and replacing it by the spirit of service in the interest of the customer, together with careful collection and study of all available data bearing upon the problem requiring solution. Yet the behaviour of most of our amateur traders would suggest that the main essential to success was respectable capital to operate and the collection of necessary hands to handle the business.

There is a delusion that any man with a sufficient general education can manage a shop or a trade if he gets sufficient capital. He need not care to learn how. He has never even thought that he ought to learn.

This is the root cause of so many failures in this country. Some of our educated middle class men have more opportunity to collect a little capital than to learn how to manage this capital. They enter into business with more pomp and sound than their capital has warranted. Their little capital secures them some credit and before they have the means to know and understand the environment created by their pomp, their little capital bubbles out,

leaving them with the unenviable notoriety of being a trickster among their creditors.

Training—A Necessary Condition.

The fact is that the management of the trade is like the management of any art. It usually takes several years to learn how to manage a state service or to conduct a railway organisation.

There is a right way to walk, to stand, to work, to eat, to talk, as also to *trade*. This right way does not come to us by instinct or even through general education. It has to be learnt in its own way—in its own method of investigation and research. The time has now come when we must learn to conduct business—better business rendering better service to the customers in consonance with the better education which we have become equipped with.

Experience is the primary source of all our knowledge. In business enterprise, as in other learned walks of life, experience is gained by specialization. The medical man who concentrates upon a specific disease becomes an acknowledged authority; the success-

ful lawyer is he who specialises in the legal requirements of the clients within his sphere of study; the salesman who knows everything about the particular line of goods he pushes, including how it may profitably be handled by the retailer, will command a sympathetic circle of an ever-increasing clientele; even the speculator who makes profit on the stock-market should be a man of clear thinking and should be in a position to discriminate by acquiring all possible knowledge of the few markets he operates in, and effects in which to confine his deals.

Trader—Not a Speculator.

But a trader or shop-keeper is neither a salesman, nor a speculator. He has to sell his goods no doubt, but in fact he has to sell himself more than his goods. He has got to build up a trade for himself, not merely to carry it on.

The trade is built not merely on sales but on customers—permanent and ever-increasing basis of satisfied customers. This requires a sound business judgment based on sound experience.

Indeed business judgment may be termed as the ability to arrive at a valuable conclusion in those cases where the evidence available at hand cannot establish certainty. The data available for the arriving at this judgment are the results of personal experience of a specialised nature with similar testimony of others. It is of the utmost importance to select only the relevant data and to give proper relative weight to each individual item. On the ability to do this, depends the degrees of good and bad judgment that one can bring into the business.

The successful businessman of course requires some capital to go on with his business; he requires some credit among the wholesalers and manufacturers to push him up, when such push is needed; he requires some salesmen to push his sale; and he requires some spirit of propaganda also to keep himself up before the buyer's eye. But the essentials to success in every business are the customers on which the business must be broad-based. Every day you require some new customers—ever-satisfied and ever-increasing body of customers.

This is a new art—the art of creating new customers. Study the customers more than

study your goods, study their purchasing instinct more than you study the articles they purchase. Study the requirements of the customers more than the requirement to sell your goods. Sell them your trade, sell them yourself more than you sell your goods and make one profit. Inform them the service you can render them, and find out the service they stand in need of. Make yourself useful and your service will be indispensable.

Create New Customers.

Remember that the customers keep the business growing. Therefore apply the whole force of your creative faculty to create new customers, to create new needs of your customers, and create new mode of service to meet the needs of your customers.

There is no magic formula which the universal instinct seeks to find out. There is no magic method whereby success may be assured without years of effort and years of study, even without sad experience, which are the true contributory factors. There exists no royal road to success in the business field as in other fields. Every businessman has to pass this line of progress although in some

cases good fortune seems to attend easy ventures. Even though the fortunate men of this type disclaim any deeply-laid plan in their operations, it will usually be found that study and careful observation of business technique in the past have produced a sort of sixth sense which is nothing less than the ability born of experience.

Whatever may be your experience, whatever may be your study and whatever may be your conclusions, always keep in view the needs of the customers. That is the first step to success. We explain the other steps in the following pages.

ROUTINE EFFICIENCY DEVELOPS THE INSIDE OF THE BUSINESS. BUT REMEMBER THE OUTSIDE ALSO WHENCE ALL CUSTOMERS COME. DEVELOP IT BY SERVICE.

II.

THE PURCHASING MIND.

Study Your Customer.

THAT customers are the life blood of every business is an undeniable fact, and as such every businessman must make a first hand study of his customer and understand the trend of the mind which prompts the purchasing and keeps the business growing.

Study your article, study the service you are giving. Study the mind that will be benefited by your service, that will have the necessity of your article. You might have prepared the best articles, you might have devoted sincerest attention to your work but unless you can carry the benefit of your goods to the man who might be in need of it no sale can be effected.

You must know the needs of the people before you approach them. You must know what would benefit them; you must know the inclination of the purchasing mind, the sense of comfort and gain that your article and ser-

vice would inspire in them, even their weaknesses. You must approach such people who will actually experience a sense of satisfaction that your goods and service will impart to them.

Insist on having a definite knowledge of the purchasing mind. A good trade cannot grow unless you know the prospective customers. A good location is not enough to make a business prosperous unless you can turn the good location into the meeting place of good purchasers.

The Routine Efficiency.

Your shop may be the home of the most perfect routine methods but that will not bring in customers. It is only systematic work that runs a post office most efficiently. Routine may have some hand in running a Government department. But even such monopoly concerns as an Electric Supply Corporation or even a Railway cannot be run on mere routine.

The head of the Electric Supply Corporation must know to turn the inert townsman into the most prospective customer. He must study the electric needs of the townspeople, he

must educate them about the benefit they may reap from his service and above all he must know the purchasing power and inclination of his prospective customers.

Work from the view point of the people, not from that of the firm. There is need of routine efficiency no doubt but you must not devote your whole attention to routine work only. You must face not only inside but outside also. All customers come from outside.

Satisfy Your Customers.

If you are already in business and seeking to grow, first study your old customers: what are their necessities, how your service is satisfying them, how many of them are leaving you during a certain period—say, a month or a year. How many old customers are returning? How many new prospects are coming to you being recommended by the old customers?

Every businessman knows that old customers of a firm are its most substantial assets. Your object would be to keep the old customers intact and you cannot accomplish this unless you are prepared to fully satisfy them.

Efficient and prompt routine service will undoubtedly go a long way to hold them but every time an old customer comes to you, try to find out his view of the service you are rendering.

Your departments may be very busy in charting increases or decreases. They may tell you at a glance what was the rise or drop in your sales last month. That is very well. But what you should know is not only drop and rise in your sales chart but what new knowledge you have gained about the needs of the purchasing minds that visit your shop.

Know Their Wants.

Yes, make as many of your old customers visit your shop as possible. If they are at distant places, try to keep always in touch with them; know their necessities, induce them to let you know their wants, try to know always how they are concerned in your service.

Induce your old customers to bring in their friends. Persuade them to write to you, if they are at distant places, about the necessities even of their friends. Persuade them

to understand that your service is always open to them and that every one of your customers can claim, as if by right, service from you for himself and his friends.

When you have understood the mind of your old customers, you will necessarily know the needs of their friends also. New fields for extension are always open before you, if you are wide awake to know and study the mind behind every purchase by your old customers or their friends. There is opportunity always, only you have to grasp it.

If you are to grow, the number of your customers must increase and even if your old customers fall out, there must be balance in your favour. You cannot afford to lose 100 customers even, if you are to gain that number every year. If the business is to grow, there must be net gain of customers.

Develop the Latent Needs.

Business naturally grows on the precise understanding of the purchasing mind of your customers and on the capacity of linking the usefulness of your service or article with their purchasing need. Understand the pur-

chasing power of the customer, and lay out to his attention the utility of your goods. It is not trumpeting of one's article that sells it. Rather bring home the utility that is likely to kindle the latent need of the purchaser.

It is the increasing want in the purchasing mind that effects sale. But human needs and demands most times remain latent. The study of the purchasing mind will reveal these needs and demands. An increasing supply in keeping with these demands can only give rise to increasing wants.

Minister to New Ambition.

Whenever you have to find out new fields for extension, search for the mind in which a sense of new necessities can be grown; minister to the new ambition, to the new need. This will create a sense of increasing want, and supply will have plenty of field for growing. Circumstances there are in plenty in which people do not know what they actually want until the need is awakened by the thing that is designed to meet it.

SENSE OF PROTECTION, POWER AND POPULARITY MOVES HUMAN SENTIMENTS.

AWAKEN THESE AND ACHIEVE BIG RESULTS.

III

CREATING NEW DEMAND.

The Human Needs.

PREPARE yourself to satisfy human needs. Every buying and selling is dependent on this—satisfaction of these needs.

Primitive people have very little needs to satisfy. They are content with the small produce of their fields, for which they labour. A small strip of cloth which they weave on their primitive loom satisfies all their requirements of garment. This gives them the necessary protection they want from cold, from the sun and fire. They are habituated to this life of simplicity.

But new needs were created among them. In addition to a strip of cloth they required a vest and gradually a bigger loin cloth and also a head cover to protect them from the sun and rain. A sense of personal comfort was created together with a growing sense of necessity to satisfy it.

A Growing Institution.

With the growth of human needs—and sense of pleasure, of protection, of power, of plenty—civilisation was ushered into human society. It created new demands and modes of satisfying them by human efforts. Human needs are thus a growing institution, and all trades and all manufactures are dependent on the finding of new needs and the creating of new means of supply.

Efforts of every science, efforts of every inventor, efforts of every manufacturer, efforts of every carrier of goods, efforts of every buyer and seller are thus directed to investigate the ways of creating new needs for the people of the earth and of supplying means to satisfy these needs.

Create a New Habit.

When men are prompted to new needs, habits for buying new goods are created. Develop these habits—habits of satisfying new needs. These are the main springs of the desire to buy new goods. A buying habit is then created.

You have to influence the people in acquiring a new habit—in developing a sense

of new and growing necessity for satisfaction of personal comfort, protection, or pleasure. This is indeed an art. You have to reach strangers and create new buying habit in them.

Educate the people to appreciate the new necessities. Carefully examine the character of these needs upon which customers can be induced to think of buying and actually to buy.

Scope of Human Wants.

The surroundings, in which an individual is placed, determine to a large measure the life he will live.

Those who have little money to spare would be satisfied to limit themselves to have only essential necessities of life. A life worth living, it must not be without some pleasure. The success of life is usually estimated by the pleasure and comfort, by the power and plenty the individual can enjoy beyond the satisfaction of the essential needs.

Thus beyond the essential needs of human life, the scope of human wants is practically unlimited. And this does not stop with

the gratification of personal desires but extends in considerable cases to the gratification of the needs of the relatives, friends and dependents.

Purpose of Human Mind.

It is the motive that counts with every human action with the purpose of the human mind that guides all the actions of the humanity. Humanity is not all selfish—there are soft corners for service in every human heart. Some people gain as much pleasure in helping others as they do in helping themselves. Beyond serving the self, human necessity extends to a wider and wider circle where it is impelled to act for the sake of rendering a service.

Study therefore the customers more than the goods, study the needs of your customers, study what can be developed into the needs of humanity. Study how it will be within the compass of pratical possibilities to develop these needs. The greatest motive power in every human action, whether it is to satisfy the bare necessities of life for food, clothing, or shelter, or to obtain gratification of personal vanity or service to the cause of hu-

manity, is the attainment of self-expression to which every seller must direct a careful look for the creation of new demand for his goods or service.

Create the New Idea.

Buyers must be found out. A new idea of human needs must be created in them.

You might have made the best article but it is not enough to effect sale. The people must be taught the necessity of such an article. The demand must be expressed through the necessity of the buyer. The most useful inventions have had to be pushed upon the public.

Everything which is for sale is to be pushed; only the necessities of life sell themselves. But if you patent even such a necessity, it is to be pushed. We know how wheat and bran are widely advertised in America because such and such wheat contains 10 per cent. of substance.

But how the demand is to be made ? We already have our old customers—they are a very small percentage of the whole of the prospective buyers. We have to create more

extensive buying habit in them and present them new phases of human needs so that new demand will come from them.

Then we have a wider range of prospects —a growing class of the public on whom we considerably count for new customers. They may have sometimes enquired of your goods but have not done any purchasing yet. A demand must be awakened in them. They are to be taught the necessity that would be served by your article.

Reach the Stranger.

This is propaganda work—reaching the strangers, converting them into your prospect and teaching them to buy your goods. Here you will find the biggest number of new customers. Your best effort for creating demand must be directed to this class. Their needs should be most closely studied and developed. Routine efficiency may serve the old customer class—those who are already your purchaser. But you must display creative influence among this other class—the prospects.

The propaganda work is to be carried on most intensely among this class. You cannot

settle down to the lazy belief that you have reached all possible buyers. If you ever have cause for such belief, push on your propaganda not by self-praising or puffing up your goods but by studying the needs of the prospects and training them of new necessities in meeting which your goods are to play the prominent part.

Thus create the demand in the prospect, teach him to look to your goods from this new angle of vision. That will effect sale. Whether you are a factory man or a shopkeeper or even a mail order man, all your efforts must be directed to create new needs among the prospects and thus new demands for your goods. Talk to the prospect not to sell goods but to ask his opinion about your goods and to know his needs. Show him how these needs are fulfilled by your goods. That would bring him in.

These prospects are non-users. You have to make them use your goods. Besides, you have to train other non-users to enquire of your goods and turn them into prospects. Thus go on increasing the number of the prospects. Do not confine yourself to a

limited number of prospects only or to a still more limited number of customers. Educate the strangers. Create in them new needs. Induce them to enquire of you and your goods. Train them how your goods will satisfy the new needs.

Your Competitors.

Together with this, study the methods of your competitors, study their goods. See who are outselling you. Examine whether their goods have any point of superiority. Study if possible what they talk to their prospects. Try to give your goods at least one more talking point. Find a new necessity among the prospect which your competitor has not been able to find and give even a slightly better service. There lies the secret.

CREATE A NEW IDEA OF HUMAN NEEDS.

LET THE DEMAND BE EXPRESSED THROUGH THE NECESSITY OF THE BUYER.

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IV.

SERVING HUMAN NEEDS.

Draw the Human Mind.

WE HAVE talked of the creation and development of human needs. All buying and selling operations are prompted by these needs. As you cater to the aims and purposes of those whom you serve, you enlarge the field of their enjoyment and open up new avenues of business.

On the creation and supply of human needs depends the many-sided growth of secular civilisation that is moving the earth in the present century of science and progress. Whatever contributes to the well-being of human life, to the enjoyment of pleasure of both the body and the mind, to the saving of energy for application to the betterment and enlivening of human activity and choice, to the saving of time which can be used to better advantage in other ways, to the doing of better works, and to our highest self-expression, is in essence, some form of supplying human needs.

On the better supply of these, rests the progress of human success in earthly life.

But what are the main themes of human interest ? In appealing to the people for purchase, we must clearly understand which needs of the people would require the greatest attention. One central theme must be found out for effective appeal and all other themes of interest should be related to this in order that the greatest weight can be given to draw the notice of the humanity to this one.

Sense of Protection.

The entire range of human interests naturally falls into several groups. All men, nay all animals, are born with an innate fear of life. Thus the sense of protection has become the first law of nature. The instinct to live is strong in all animals and hence anything that endangers life or continuance of the race is studiously avoided, and whatever contributes to it is accorded a hearty reception.

In this category come such articles as treatment for food, clothing and shelter. These are indeed staple goods. But to create new customers, you have to create among your

prospects a sense of better food than is ordinarily available, a better preserver of health, a better protector against illness, a better nourisher of the body and mind. You create new needs among your people. Indeed you cannot expect any new customer if you tell your prospect that he cannot live without food. Every one appreciates that. But you effectively appeal to a man's physical interests when a particular quality of food adds specially to his enjoyment of eating, contributes to his better health, makes stronger body, builds up his bone and muscle, increases his energy and capacity for work and co-operates more perfectly with nature.

More Than Normal Needs.

Similarly with clothing. It is a necessity for the protection and preservation of the body. Every man knows that he requires winter wear, or light shirt for summer. That satisfies normal needs. But to create new needs in your customer you appeal to his sense of comfort in wearing. It is not necessary that a thing to be warm must be heavy or bulky. You appeal to his sense of neatness and smartness. For preservation of bodily heat,

no one need have a slovenly or cumbrous wear. You appeal to a sense of cheapness also. Your customer can have light wear, smart appearance at a cost that would suit his purse and taste alike.

The same is also the case with shelter. The house to live in, the equipments with which the house is furnished, are all subjects of special appeal for the growing needs of humanity. This can be effectively relied upon for creating new customers.

Thus thoughts of self-preservation may be instilled in men for creating new needs, and new customers secured.

Other Prolific Instincts.

And this sense of self-preservation is not the only instinct that may be appealed to to create new needs of human beings. There is desire for power and popularity, desire for ownership, appeal to affection, to sentiment, all of which may be resorted to for the creation of new needs.

Desire for Power.

The desire for power is shown in many ways. We know how men even in brief

authority seek to assert themselves upon the fellow beings. The love for power seeks to express itself in organised form. If your energies remain scattered, your forces undisciplined, you have too many ends, each uses up some time and energy and no one of them receives serious attention. In such cases your natural inclination would be to organise these forces, focus them on one definite object; and when a desire for power is awakened in you or when some prospect of executive position or leadership is revealed and then the means necessary to acquire that power is pointed out to you, can you rest idle until that means—that knowledge to acquire power—becomes yours?

Awaken the Fighting Blood.

Power naturally expresses itself in action, in conflicts and in conquests. It meets opposing power not being alone in the field. You have a prospect who is not holding his own in his line of business. He is afraid to get into bigger business, to branch out by adding profitable lines. His competitors are forging ahead, fighting for patronage, advertising their goods, compelling attention to prices, quality and service.

You show this man what is steadily happening to his trade, what his timidity is costing him, what aggressiveness will put him in. You will soon get up his fighting blood, you stir that instinct of his nature to fight out his way and to take a controlling position. You show him an altogether different line of trade in which you are interested and he will soon become your customer. The need must first be created through appeal to the instinct of power and your object is served. Awaken the fighting instinct and you awaken a new need.

THE SERVICE FOR THE WELL-BEING AND AMITY OF THE CIVILISED SOCIETY IS YOUR BEST OPPORTUNITY.

DEVOTE YOUR INGENUITY AND EXPERIENCE TO GLADDEN THE LIFE OF MAN.

V.

SERVING HUMAN NEEDS (B).

Self-esteem.

THE sense of self-esteem covers a world of moving ideas. People are moved not so much by anything to action as by a right appeal to his self-esteem—by awakening his dormant or failing feeling of self-respect.

You must not mistake it for egotism or self-conceit. It is appreciating one's own actual worth, a true self-valuation which is so much essential for carrying one through the difficult road to success. And when you induce him to put a true value upon his own worth for exerting himself to accomplish what his competitor is doing, you are certainly exciting in him a sense of power that was dormant in him.

It is indeed a fact that a man is worth more than his performance, he is bigger than his business. He measures his position according to his achievement.

When a competitor is shown to be doing more than what he is doing, a new rival procuring more sales than he is able to do, a promising line is appealing more pointedly to the customer's attention than he has been able to fix, certainly a keen sense of self-valuation will be excited for more determined exertion. It is the business of the finder of new customers to awaken these needs of self-exertion and to reap its fruit.

You can also awaken the sense of self-respect in the matter of personal inclination. A suite of new furniture or even a new style of foot-wear may be neglected by a customer for a low-priced article. It is for you to tell him how the low-priced thing would not fit his station in life or that the more comfortable footwear should be preferred in spite of a little more cost, compatible with the keen sense of beauty or extended experience in matter of footwear he had. Thus you create the need in the customer in harmony with his sense of worth and you secure the sale.

Reputation.

The greatest weakness of human nature is the man's desire to know what others say

about him—his appearance or action. There are of course men who care no more for the approval of others than their disapproval. They are either greatly lacking in self-esteem or are stubbornly self-determined. But you will find it as a general case that the man who is sensitive of the value he places on his self-respect is invariably affected to know what others would feel about his conduct in a definite condition.

New needs can be created upon this universal weakness of humanity. To receive the well-merited praise from fellow-beings is assuredly one of the most pleasing things of our life, and this is specially true if it is due to things in which we are personally interested, such as our personal qualities and achievements.

This is reputation of being good or worthy; this is popularity in the form of approval and not criticism.

In businessmen, popularity is a business asset. In service popularity among other officers and superiors means rise in pay and position. A retailer or a customer may be effectively moved if you awaken in him a sense

of growing prestige and present him with a proposition that would satisfy his feeling; here a new customer is already made for you.

A book seller can sell his books by awakening a sense, among his customer, of the reputation of his being widely read; a tailor can effect new sales by awakening a similar sense in his customer of his being correctly fashionable. The sense of self-respect, as also of popularity, can always be excited to create new customers in every society; and in the conditions of life we are now drifting to in which fashion and public esteem have such a big portion to play, an appeal to these senses to create new needs may always be expected to succeed.

Affection and Friendship.

The most intense interest that moves the human world is the sense of affection that a man expresses for his wife and children, parents and brothers, even for relations and friends. Many of our needs are dependent on this sense of affection and many more needs may be awakened. The deepest human emotions may be aroused to furnish the strongest grounds of appeal, and when appro-

priate appeals are made regarding our needs and wants in this respect, these compel men, as it were, to respond warmly.

The home instincts of the numerous different races that abound in our country provide us with the deepest impulses, and arouse in us the sentiments which cannot be stirred in any other way and we know how our people returning home from distant places are strongly moved to procure articles for their dear and near ones.

There is paternal love of father and mother for their children; then there is family love for brother, sister or wife, that finds expression in human mind in varied ways; then there is the devotion of children for their parents which again finds expression in multiplicity of means for their satisfaction. What a wonderful sense of needs and wants may be based on this, one feeling of human gratification, and what a strong fabric of appeal may be woven out in supplying these needs.

Then there is the sense of friendship which always seeks to be helpful. Big needs can be created out of this desire for friend-

ship and grounds of appeal may be effectively prepared on this for creating new customers.

Sensation.

New needs can be created in relation to every sense inclination of the man. Appreciation of a beautiful combination of colour, approbation of a most harmonious sound or enchanting smell, aesthetic esteem for every other sense organ are the means to create human needs, embodying hundreds of lines in which the new customers can be induced to come into business.

Ownership.

You can develop also a sense of ownership in the customers. Here a property appeal can be made to acquire a real estate or even a humble house of one's own, or even to secure the possession of an article of enjoyment or comfort.

It is for you to create a need, and very often a strong desire follows to fulfil that need, and a new customer will not fail to step in.

SELF-RESPECT, HOME INSTINCTS AND IDEAS OF COMFORTS AND OWNERSHIP FORM EXCELLENT GROUNDS OF APPEAL.

THESE ARE MOVING IDEAS, MOVE THEM AND HAVE THE CUSTOMER MIND UNDER YOUR CONTROL.

VI.

THE BUSINESSMAN'S OPPORTUNITY.

Create Buying Habit.

CREATE new needs, enter every nook and corner of human activity. Study every phase of human desire. Make strangers respond to your appeal. New prospects will soon be coming in. It is every businessman's opportunity to create new buying habits in them.

Good articles may be made and new inventions ushered in. The best brain in science or art may be successfully engaged to overcome certain human difficulties, may bring about new devices to better the material well-being of men. But it is the opportunity of the businessman to teach them to understand the advantages of such articles and thus to seek out new buyers for such goods. The good articles alone are not enough, they are to be sold. Creating new customers is the opportunity that is in the hands of every businessman to make his avocation successful. It means not

only increasing the sale of the shops and the output of the factories, but also ministering to the new necessities of human life—necessities which are hitherto unknown, but which enable us to live a better and more enjoyable life.

The businessman creates the need, meets it, and every new customer means a new job, a growing business.

Introduce New Necessities.

There cannot be an end of opportunities but it is the profession of businessmen to seize them at the right time for the right service. The businessmen who would like to introduce new comforts, conveniences, necessities and luxuries must not lack initiative and self-confidence. It is the businessman's opportunity to think and work out an ambitious career where his inner qualities, the leadership in his profession developed through proper training, will bring him to the top. His whole ingenuity and experience will have to be devoted to gladden the life of man.

It is the businessman's opportunity to widely apply his training and assiduity to play

No. 1923.

an important part in the betterment of mankind. The businessman serves every one's needs, he is rendering every one a service whenever he brings to any one something that contributes to one's well-being. It is the opportunity of the businessman to render the best service, with the best of intention for the progress of amity and well-being in the civilized society.

To understand the needs of humanity and to render the best service to meet them is a policy that makes one loved by all. It creates a credit and good-will. It is the best opportunity of every businessman to create a good-will for himself that would throw out his personality to the world as the best serviceman.

Good Serviceable Sales.

Hence the best policy of every businessman shall be not only increasing sale but good serviceable sale—good-will of the fellow-beings. Your policy must not be a mere shout to the public, a mere propaganda, to buy more goods. All your efforts shall be directed to understand the point of view of all possible

buyers, to carry real service to them so that they will really appreciate it and be retained as permanent customers. Your policy of pushing sale can not be profitable if there is anything in it to create suspicion or dissatisfaction. The businessman can lose a sale but not a customer.

The business is to find customers—to retain old ones by satisfactory service and to secure new ones by influencing confidence. Remember satisfactory service—that is the point. When you have entered the business line, you have automatically taken over yourself the responsibility to serve your fellow-beings in a way they feel that a real service is being rendered—a service on which they can place implicit confidence for honesty and fair dealing. This confidence is an opportunity that the businessman only is given to enjoy.

The Bad Policy of Tricking.

It is not tricking that can create permanent customers. Even if there is proved need of an article, you cannot make one your customer if one gets an idea of pressure in your method. This, however, may sometimes succeed. A tailor, we know, manufacturing

cheap shirts of standard measurement, hit upon the smart trick of sending three shirts by post to a man whose name was taken from a directory. The bill was enclosed. The recipient was given the right either to buy and remit, or to send the shirts back.

This method succeeded for a time. The shirts were cheap and cloth apparently good, and most men sent the money for the shirts. Some sent them back. Some did neither. But every recipient was annoyed. The scheme was resented as it involved selling rather by force. And the annoyance knew no bound when after a few washings the cheap cloth proved unstable. The trick was a failure, and not only that, it created an ill-will which caused the businessman much suffering afterwards.

Similar and other more nasty tricks are not unknown. A stationery dealer once advertised a watch—price was small, it was "a tremendously reduced price." The bait caught and he secured good orders and made very profitable sales. But the watch running a few weeks began to get slow and ultimately stopped. Complaints began to come in. The result was that he lost all his customers ulti-

mately and created a bad reputation for his firm so much so that he had to change the name and situation of the firm altogether and commence a new one. All the old customers were lost.

Retain Old Customers—Create New Ones.

The best policy for every businessman shall be first to retain the old customers, and secondly, to create new ones. This can be done only by rendering good service and no dishonest or dissatisfactory policy. By all means never lose a customer although you can more profitably lose a sale. The buyer would think favourably of your goods and your service not only now but even months after he had bought the goods.

Your policy must be above board and when you are searching for means to reach new customers, you must find those which are legitimate *first* and then profitable. That which is legitimate is ultimately profitable.

Free Sample.

The best argument for an article is the article itself, and if your article is such as to be capable of being sent as sample, free of cost,

to the prospect, you cannot do better than to offer samples. Every one is pleased to receive a free sample. Moreover the sending of a free sample proves that the manufacturer has confidence in the quality of his goods. No one would send free samples of trash.

Free Demonstration.

Demonstration is another way of creating new demand. All new articles for which there is no demand can be introduced to the public by means of free demonstration in respectable shops where there is a large number of possible buyers, or in the customer's house, if possible. The value of any article is best realised by its actual use.

A merchant in Bombay imported a big consignment of American wooden clocks. The cheap Japanese clocks were being then newly introduced in the market and the higher price of American goods could find scanty sale in the face of Japanese competition. The merchant consequently was non-plussed and did not know what to do.

Subsequently he hit upon a plan, which, although very simple, yet bold, proved very

effective. He engaged salesmen and gave them a bit of sensible sales-talk about the clock; every one of them went from door to door with a wagon load of clocks. He left a clock at every house unless he was refused permission to do so. Then in a week, he came back for either the clock or the money. Very few clocks were given back. Once in the house, the clock sold itself. In a week it became indispensable. There was no advertising, no persuasion.

To Push a Boarding House.

A boarding house owner in a country town solved his problem of finding new customers in a novel way. Obviously he cannot send out free samples nor give demonstrations. He had a confectionery shop attached to his establishment. The town was a health resort and considerable number of people used to visit it during the *Dasserah* and the winter season every year. During the Easter also there were a number of visitors. In the month of September when people from other places began to gather, he appointed several sales-boys who were employed to deliver confectionery products to houses.

When doing that, they were instructed to call next door also and to leave a sample of some kind. He gives a little sales-talk that he has been taught and secures the name and address. Next morning the manager himself called with a beautifully illustrated booklet giving a description of the country and the opportunity he offered to the boarder to visit these interesting places. Several letters of testimony were also printed and the prospect was invited to meet other boarders in the common room of the boarding house. Since then the sales-boy scarcely returned without a sale of some kind of the confectionery product. The effect however was marvellous on the intaking of the boarding house. From October the number of boarders began to increase and in December and January the manager had to considerably increase his living space which was always full of boarders.

Gradually he removed to a central place which was a neat house in a beautiful garden. He then prepared another of his interesting descriptive booklets, the cover page of which contained a map of the town showing roads leading to the hotel. Inside he described all

places of interest particularly mentioning what advantage may be had to visit these places in summer. He sent out these books by post to all his customers and his boarders of the winter season to their respective homes. Moreover he managed with the Railway Company to include the advertisement of his establishment in that of the Railway Company in daily papers. The result was marvellous. He had full house and surplus also during the summer season, besides a big increase in the sale of the confectionery products and full complement of passengers for the two motor buses he rented to places on hill sides and forests that surround the town and are yet outside the usual bus route, at a price which was easy for every purse to pay.

Difficult yet Profitable Problem.

Instances may be multiplied. It is the opportunity of the businessman to create the buying habits in the customers. Where there is any need, there is a field for the businessmen to meet it. The business grows only on the need of the people which it supplies, and it is the opportunity of every business to find out the need it is to supply, to create new needs and

influence people for its creation. The finding of customers is indeed a most difficult task and very few firms take upon themselves to tackle it efficiently. But those firms which will turn their attention to the art and mystery of finding new customers will find it tremendously profitable.

RM. MUTHIAH
ARTIST
KOTTAIYUR
RAMNAD DIST.

INEXPERIENCE IS WRITTEN LARGE ON THE HISTORY OF ALL FAILURES, BIG OR SMALL.

IT IS NOT CAPITAL ONLY THAT BUILDS BUSINESS BUT IT IS EXPERIENCE IN EFFICIENT MANAGEMENT.

VII.

HOW BUSINESS GROWS.

Business Grows as Circumstanced.

LET us understand this—that every business whether big or small is only an acorn in the beginning. It is destined to grow into a big oak or a bush in accordance with the circumstances in which it is put and the initiative energy that is devoted to it.

These are the days of big amalgamations, big concerns controlling huge capital and men. What chance can there be for a small shop or a small factory? There are strong competitors with stronger resources, bigger opportunity, better man-power. Can a small business grow in the face of these?

System and Experience.

Business concerns, as we find them, may be fittingly divided into several classes. There are businesses which are run on extensive system. The big railways, the big monopoly concerns such as tramways or telephone companies, the big coal mines or iron works, the

big cotton mills or banks—they are all run on a system, by a developed routine organisation which has special benefits as well as special troubles.

But there are businesses, run on personal experience, in which is included the great mass of small traders. They depend for their development on the personal experience and initiative of their owner or manager.

These are the two well-marked stages under which all our businesses may be classed. But in no stage business can succeed, can earn large net profit, until the system of its management is perfectly efficient, and based on wide experience of the market and the customers.

Our large businesses have built up a system—a routine, to which profit is actually sacrificed. They are satisfied with a net profit of 5 per cent. or less even. They are running, not growing. And when there is any loss, the big capital is engaged in systematising the loss.

Personal Experience of the Owner.

Then the small businesses; they are run more on personal experience of the owner.

Our peasants, for instance, depend wholly upon their own experience, so also the peasants of China. They scarcely grow, never think of developing themselves. They use the implements developed perhaps four thousand years ago. They regard instructions, other than those handed down by their fathers, as unnecessary. They never feel it necessary to improve their implements; they rather think improvements expensive.

Similar is also the case with our country traders. They have a system of business evolved thousands of years back. And all the experience they get is circumscribed by that time-worn system. They do not care to learn anything more, probably they have very little opportunity to learn.

Blind Rush of Inexperience.

The fact is people run to business. They consider that no other training than the general education in the college would be required for efficiency in this line. The result inevitably is failure—bigger the business, the bigger the failure. Inexperience is written large on the history of our failures, whether big or small.

With joint-stock enterprise or where big capital has been invested, the affairs appear to run smoothly for some time so long as the capital is not exhausted. With the small capitalist the story is otherwise. Too many people with a few hundred or thousand rupees open a shop. They fancy all they have to do is to buy a lot of goods for, say, Rs. 500 and sell them for Rs. 800. Clearly there is Rs. 300 profit.

The real fact is not exactly this. You jump in a business with Rs. 500. You buy Rs. 500 worth of goods. You sell Rs. 200 worth in two or three months. The rest of the goods lies in your shelf and gets dusty. No body wants them.

Then comes in the calculation the rent, the taxes, personal expenses—not to mention of the deterioration of the goods. If you can bring in more capital, you can continue for some time more; otherwise, after staggering along for a year or so, the poor shop is sold for Rs. 200.

There is no net profit, not the Rs. 300 you calculated. It makes Rs. 400 loss.

Experience only Builds Business.

No amateur in business can succeed whether he possesses considerable capital for a big concern or he handles a small amount. It is not capital that builds business—it is only experience. The unskilled man can have success nowhere—not even in clerkship, although experience in the latter is earned with much less effort than in business.

In this chapter we shall tell more of small trades, than of big concerns. In fact the size of a business has less to do with net profits than we usually imagine. It is the quality of management that counts, and more efficient we are in our management, the less chance of failure.

The Efficient Management.

But what is efficient management ? We have to learn this not in our school, but by practical experience. Before we can expect to make any money in a small shop, we must know first of all—

(1) HOW TO BUY.

It is a common saying among our shopkeepers that all profits are made while buying.

You must have the market and the prices at your finger's end,—every information of the market in your line; know every wholesaler, know where and when you can buy the cheapest.

The Customer's Requirement.

And also know what to buy—what your customers will require you to stock. You must also have the full knowledge of the needs of your customers.

You must not stock anything that would stick. There you have to exercise the keenest judgment—no less keen than any head of a bigger firm of the country is required to exercise.

Secondly, you cannot devote too much attention to learn—

(2) TO DISPLAY YOUR SHOP.

It must be attractive, well lighted and well dressed. Your show cases and windows as also your catalogues and literatures should be such as would compel the attention of the passer-by or casual reader to it so much so that he will remember it even some time after he had seen it or read it.

Capture the Customer's Mind.

Is your shop noticeable and remembrable? That is a good test of your ability in this respect. Your shop, your show room, your business must be presented in such a way as to be kept in the mind of the passerby. If the position of your shop be not of the AI type, you must compel attention to it by other means—by circular, literature, etc.

Window display has now-a-days become an advanced science and many books by famous window artists are available. These should be studied. But the best course is to study the display of adjoining shops and windows, and make your window a little more novel, a little more striking, a little more appealing to the needs of the people.

Win the Customer's Confidence.

The next thing we must devote our very keen attention to is the—

(3) GOODWILL OF THE CUSTOMER.

That is a very important thing and should be the subject of a very close study by every small trader. The main reason why small shops remain small is because the average

small shopkeeper never gives a moment's thought to the good-will.

The success of a businessman, whether big or small, depends more upon what other people think about him and his goods. A businessman cannot think of any success unless he is a friendly man, fond of other people. His success comes from other people, he has to get all his money from other people. He must therefore make himself popular and cultivate friendship of as many people as come by his way.

Unpopularity is the hidden rock upon which the average shop-keeper goes ship-wrecked. He seems to dislike buying people—he considers them a bit too much harassing, too much annoying. He resents complaints and talks back. He becomes irritated and impertinent to the buying public. This is the reason why so many small firms cannot grow, and why big firms make such small profits.

Make New Customers.

And the fourth thing that every small trader should learn is—

(4) HOW TO CREATE NEW CUSTOMERS.

You cannot grow unless you can assimilate new things. If you do not grow, you must go down—you cannot remain stationary always and continue your existence.

If you must exist, you must grow and incorporate new strength every day, every hour. It is therefore of the highest importance to a businessman to learn very carefully and assiduously the art of creating new customers.

A salesman can be civil, can be amiable, can be serviceable to customers without much exertion. But he must have to exert to the full extent his brain, will power, courage and ambition to become a real customer-finder. He will grow as he will exert himself; and will develop his personality. Here he will have to display his best ability to find and create new human needs and meet them.

Experience Begets Efficiency.

The essential thing for business success is efficiency. This is the outcome of experience —wide-awake experience and alertness which never miss an opportunity to render service to the customer, to study and meet the needs of the customer.

The advantage of a small shop is far greater than a big organisation in this respect. Large organisation develops large troubles. Large size is not essential; it can never be a substitute for enthusiasm and efficiency.

The small shop can accommodate itself to any circumstances. It can save itself from overstocking. It can very adaptably exercise easy and serviceable salesmanship. It can imitate the large shop in giving service and in developing a personality. It can make friends of its customers and win their good-will more easily and more securely than a big concern.

Cater to the Market.

No modern businessman can afford to neglect studying the market. There are frequent changes in buying habits. People may not want the kind of goods that pleased them last year. Every lost customer is an indication that there has been a failure in catering to the market—a breakdown in service which deserves investigation. It is a profitable thing for every businessman to study the needs, wants and opinion of his customers and his possible customers. The more he knows about the people from whom he gets

his revenue, the better he can serve them. And the better he serves them, the larger his circle of customers will grow.

Big Business with Big Falls.

A big business can have bigger wastes, bigger leaks, bigger expenses and bigger mistakes. As we have already mentioned, it is efficiency that counts. It is the most hospitable shop, the most friendly, the most cheerful and obliging, the most anxious to serve the customer that succeeds.

The main thing either about a business or about a man is not *where* he is but *what* he is. There are always more customers to be had by any businessman who actively goes after them. There must be experienced ability associated with initiative ambition and courage that enable one to grow.

THERE IS NO STANDARDISED METHOD OF EXPANSION. CREATE NEW WANTS. FIND THE CAPACITY OF THE PURCHASER. INTRODUCE TO THEM GOODS ACCORDING TO THEIR NEEDS AND CAPACITY.

VIII.

THE EXPANSION OF SMALL TRADES.

Progressive Methods.

HOW a small trade can grow ? There is no standardised method, there can be no standardised method of expansion. Scores of methods have however been pursued by progressive firms and we enumerate some of them in this chapter.

We know of a shoe shop in Calcutta occupying a very central position in the Bowbazar Street, which made it a rule to give special treatment to every new customer. They put a small advertisement in the local dailies promising a souvenir to every new customer. Whenever one enters the shop, a shop assistant immediately attends him enquiring whether that was his first visit to the shop. If the customer says "yes," he is led to a small table where his name and address is entered in a book and a small fancy Diary is handed over to him whether he makes any purchase or not. They made it an event of the first visit.

The visitor is pleased and often becomes a purchaser. One customer tells another.

Another New Attraction.

Another shop in Calcutta pursued a very interesting line to attract new customers. It was situated in Park Street—not exactly a central place. The shop people took goods that were seasonable and unusual and advertised them widely with a novel competition prize scheme. The customer is required to guess the number of articles there are in the heap of novelties which appears in the special display in the window or on show table. Every purchase on the particular day entitles the purchaser to one or more votes according to value. An attractive list of Prizes draws customers in scores. They made their shop known by novelties. It was eventually found that novelties bring in more new customers than staple goods. They also sought enquiries from outstation people. The result was the shop was during the working hours—specially towards the evening—swarmed with people and their postal order department was always busy with enquiries and orders from new customers all over the country.

Another Profitable Plan.

One big European retailer of Calcutta, adopted a very profitable plan to attract new customers and also lady customers. This firm selected a considerable number of fixed price goods, all worth Re. 1 and stocked their tables and show windows with them—very artistically displayed and marked with price cards.

Many a shopper had only a small amount to spend and he or she liked to go where he or she could make the best choice for his or her money. The firm hit upon the opportunity and advertised their bargain sales of fixed low prices. Their shop was over-crowded on the bargain days, and the amount of sale was so much beyond expectation that the firm reserved such bargain days frequently.

To Attract Lady Customers.

The same firm hit upon a plan to attract lady purchasers also. They reserve *purdah* days on which only saleswomen are engaged and their shop is made free of masculine element. A considerable number of woman customers, who have more money than opportunity to handle them, visit the shop on appoint-

ed days, and every such day the number of fair customers are on the increase.

Speciality Sale.

Speciality sale is another method of attracting new customers. Many small shops have become very successful by specializing. Any small shop that specializes on a quality article, can hold its own against all inconveniences of size and situation.

"Special day" for a shop is always very attractive. It creates personal interest. One shop, for instance, celebrating its fiftieth birthday, engaged an old-fashioned coach, and several shop assistants were driven about the town wearing old-fashioned clothes inviting by handbills all people to the shop on the occasion and offering a souvenir. In this case the gift may be a calendar or a fancy blotter or a handkerchief on which is printed the history of the shop or a picture. This will be appreciated and the shop will be the talk of the town for some days.

Bargain Sale.

A "Bargain Sale" may be held on such a special day or any day on special occasion,

as Puja Sale, X'mas Sale, Easter Sale, Autumn Sale, Summer Sale, Winter Sale Clearance Sale, etc. There is no limit to their possibilities. They must be done in a distinctive way and not made stale and commonplace.

Children's Necessities.

Other special attractions can be arranged where the shop can afford it—such as tea room for the customers or children's play-room. "One large shop that offers a play-room for small children," we read in an English publication, "is having it used by about 15,000 children a year and the sales of toys and children's clothing and boots and shoes have greatly increased."

One retailer in Bombay hit upon a very novel plan to sell children's necessities. He prepared a very nice catalogue appealing specially to the mother. He busied himself every morning to scan the birth-day column of every daily paper and wrote a friendly letter to every family mentioned in such column and enclosed his catalogue in the letter. This one method has considerably increased his sale.

Invitation to Service.

A draper had installed a hosiery mending department where he invited every one of the townsmen to get his hosiery goods mended free of cost. While they were waiting, he shew all new shades and styles of hosiery every week. By doing this he found many new customers for the hosiery department. All those who got the mending done free did very much appreciate the service and reciprocate it by purchasing new ones, when the old stuff was beyond repair.

Handling of Travelling Agents.

Proper handling of travellers is another method to get them secure more new customers. A watch company, we read, noticed that its thirty salesmen were not securing many new accounts. It offered a handsome prize to the salesman who opened the largest number of new accounts in three months. To its surprise this prize was won by the youngest and least experienced salesman in the lot. The fact is that the oldest and most experienced salesmen usually find the fewest new customers. They have fallen into habit of calling at only where they are known. They

usually take the largest orders but they are not able to make new purchasers.

Don't Regard Yourself Finished.

Newer and better methods can always be thought out to please the customers, provided you have the right point. The trouble is you regard yourself as finished when really vitality and ambition together with personal experience and efficiency are more needed. The amount of your capital or size of your shop does not necessarily count. Let us not be mistaken. There are just as many small traders as ever, if not many more. Of them those who are pushing on the right line are making more money than their big competitors.

Whether you are a manufacturer or a retailer, study the wants of the people, study also how new wants may be created, and study the right methods to meet these wants. No two subjects are alike, no two towns, not even two separate positions are alike. But everywhere, in every circumstance, begin with the customer, not with the goods. Find out what price the people can pay; what is their buying capacity. Introduce to them goods

according to their need and capacity. Before you initiate yourself to new markets or new customers, there must be a long period of preparation and investigation. You have to please your customers which you cannot do unless you know them.

A BUSINESS-MAN HAS TO BUILD UP A BUSINESS ON THE GOOD-WILL OF THE CUSTOMER. REMEMBER THEREFORE THAT EACH SALE MUST BE A BENEFIT RENDERED TO THE PURCHASER RATHER THAN A PROFIT TO YOURSELF.

IX.

BUSINESS AND SERVICE.

Primary Consideration of a Businessman.

WHAT is business? It is the economic effort of the man to meet the needs of his fellow-beings. As such, it is only another name of rendering service to humanity. The personal gain of the businessman is a secondary consideration. Your rendering of a service will necessarily bring with it a remuneration for you; but the primary consideration in all business should be what good service the businessman is rendering—not what profit he is making.

There are hawkers or pedlers moving from place to place, rendering service to fellow-beings. They may dispense with the consideration of service; profit may be their only motive. A businessman or merchant is not a pedler; he has to build up a business on the good-will of the customers so that they will not drop with one purchase only. He counts

his profit not on the individual sale but on the customer who will continue buying from him.

When in search of customers the business-man must make sure that he is ready to render a real service. Every one of his sales must be a benefit rendered to the customer, and not a profit only to himself. He cannot be satisfied with only one sale to one customer. The sale should be repeated and his treatment of the customer during the first sale should be such that the customer will come back, and repeated sales will result.

Sales are Co-operative.

Sales must not be aggressive. There must be no hunting for customers. All sales must rather be co-operative. It is a fact that the seller needs money but that does not mean that he will force his goods on the customers by any trick as some of the pedlers do and realise the money for his own benefit.

The customer should be made to co-operate with you in all sales. A sense of need should be instigated in him for the goods you are selling. His need for the goods should not be less than your need for money. You

must beware that a customer is more valuable than a sale. If even you cannot make the sale on the first occasion, the prospective customer should leave you with a real good-will for you and your goods. He will then never fail to return to you. In all your dealings with customers, never forget that a lost customer is far worse than a lost sale. Sacrifice a sale rather than a customer.

Repeated Orders.

Whenever you make a sale always think of the second order and the third and the fourth. Therefore think of the good-will of the customer on which to build all your sales —that is the greatest asset with every businessman.

Every bargain must please the customer—and the seller too. First you must know the needs of the customer. You must know what he would like to possess and what he can afford to pay for it. You shall then be prepared for the best service you can render to meet him. You sell yourself first with clear understanding of his need and the service you have to render. You sell your house second so that whether there would be any actual sale or not, the pros-

pect will have inspired in him an acute sense of confidence in you. Sell your goods last. Indeed if you are to sell more goods and secure the permanent patronage of your customer, you will have to follow the procedure in this sequence.

Your Store—An Emporium of Service.

Arrange your shop or show room in such a way as would appear to your customer to be an emporium of service. Let your goods describe what service they are ready to render to your customer. Let the selling article announce all the good points it has, all the service it will render to the buyers.

Attract your prospects by the display of the qualities of an article on the article itself. Let there be a literature of description and persuasion accompanying the goods.

This will appeal to the customer and even if your salesman is incompetent the customer will be attracted only if he is well received in your store. Besides a genial reception, the description of the quality points of the goods goes a great way to assure the customer of good service. When the goods announce the service quality themselves, a demand will be

created for the goods more readily than an untrained and unappreciative seller can make.

Every shop-keeper knows innumerable customers pass the counter or window of the shop without making any purchase. They are all prospective customers. But the salesman cannot win them and make them into new customers. They do not always care to know the needs of the man who cares to walk a round of the store.

Whenever a customer tries to remember some small purchase, help him all you can by naming a few of the most commonly used; by so doing you may succeed in naming the required article and so make a 'sale' that you might otherwise lose.

A perfect service guarantees satisfaction to patrons. The custom of not discussing the matter when complaints are made but of promptly returning the money always pleases the dissatisfied. Don't hesitate to go out of your way to give complete satisfaction if you can possibly do so. The policy pays and pays well, rest assured.

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THE UNTRAINED SELLERS BEHIND YOUR COUNTER ARE GENERALLY CUSTOMER-REPELLERS.

LET THE GOODS TALK OF THEIR OWN MERITS SO THAT THEY WILL THEMSELVES BE THE REAL CUSTOMER-FINDER.

X.

MAKING GOODS SELF-SELLING.

Attractive to Strangers.

MAKE your store inviting and hospitable to your prospect. That is a great point with every shop-keeper. If you are to deal with your old customers only or with those who come to your shop with the need of purchasing definite articles you may happen to keep, you will not be able to make many new customers.

Invite strangers to your shop by making your shop attractive to them. Even if yours is a small shop, have display boards animated by tales of service goods. It is the experience of store managers that for every four persons visiting the store, only one is an actual purchaser. Evidently the other three come to the store and look around with a view to some purchase but cannot make up their minds. They are certainly good prospects but they must be trained to purchase. You must have

some device to change the visitors into buyers. This is of vital interest to every businessman.

In a small shop one or two sellers cannot attend to every one of the callers. In big stores the salesmen are generally price-tellers. They are not conversant with quality points and necessarily cannot explain these to the prospect when called upon to do so beyond telling them that the goods are "best," "latest," "nothing better"—worn out adjectives which have lost all force of attracting customers. They have become unattractive, uninteresting, in fact customer-repelling.

The Quality Points.

There is nothing so much attractive to a customer as a description of the quality points. You had, say, to purchase a quarter dozen shirts. You visited a renowned store and on your asking for the requirements and mentioning size, you were handed a number of them with the words "that's the latest design." On your further enquiry you were told that these were good things.

But what constitutes this goodness of quality or up-to-dateness of the design? Can

you be convinced of these points on the stale assertion of the untrained and unattentive salesman?

You will naturally want to know the quality of cloth used. Quality of the stuff within the breast strip and hand to make them stiff, quality of the sewing, special points of the design to make it latest, conveniences about length, special cut to make the shoulder easy moving. There are several other points which every wearer of shirts will be glad to be enlightened about.

Customer-Winning Talks.

When you have been explained these quality points, will you not be impressed with the shop-keeper? That is the customer-winning talk. But it is costly to make all your salesmen such quality talker.

In a small shop where the manager and his only assistant are the only people talking about the selling points, they will find it hard pressed when several shoppers would call together: with big stores the experience is that thousands and thousands of sales are lost every day because of stupid, uninteresting sales-

people—who are rather price-tellers and parcel-wrappers and who know very little about the goods they are selling.

As an instance we have talked of the cheap shirt only. In this however the quality points are easy and known to many shoppers. But there are articles more costly and more complicated of design and texture—such as Benaresi or Kashmiri cloth, Amritsar or Kashmiri shawl, Moradabad and Jaipur artwares, etc. They require a description of the soundness of quality, completeness of texture, display of artistic talent, exquisiteness of colour-match and innumerable other quality points that require a very complete knowledge of the article the salesman is selling.

Let The Goods Talk.

If however the goods are to be made a real customer-finder, they must be made to talk of their merits. If you are selling phonographs, you could put the description of quality on a record and thus make the phonograph talk of its selling points and sell itself.

The phonograph or the radio set possesses power of speech. The other articles lack that power. The best way therefore is to fasten

a card, printed artistically, in colour if need be, giving the points of quality; or a folder or booklet in cases of articles of bigger volume or larger price, telling the story of how and where the article was made, imparting if possible a personal interest to the story but in as few words as possible.

The businessman is first to attract strangers to his shop, and then to handle the prospects among them in such a way as to inspire confidence into them regarding the service his shop can render. The prospect will necessarily become a customer if the goods are presented to him in a condition serviceable to his needs, and new customers will not be wanting.

This is making the article self-selling, no stupid clerk to interfere or stop a sale. This is making the article speak for itself.

To Draw Distant Customers.

And not only you can instigate the visitor to your shop to make purchase but you can draw even distant customers by post.

Let us take an example. Say, you are a watch dealer having a stock of watches that

you have not been able to dispose of for some time. They are a cheap quality watch such as are sold in small cotton bags.

Ask your watch maker for an exhaustive list of quality points that the watch possesses. Select the best points, put these on a finely printed sheet with a good illustration of the watch put in a finely made box. On the other side of the sheet put a story of the manufacturing process through which the watch has passed, story of the factory and a story of the way the materials going into the composition of the substantial parts of the watch are selected. Have this circulated and the result will be a tremendous eye-opener.

This was the procedure adopted by a watch merchant some years back with an Ingersoll watch of which a good lot was remaining with him unsold for a considerable time. He got leaflets printed in good finished paper with bright quality bronze blue ink with good illustrations not only of the factory and the watch but also of the several parts of the mechanism of the watch with very complete description of those parts put categorically and a free repair guarantee for a definite

period. He circulated 5,000 sheets only and the watch was oversold within an unexpectedly short time.

And not only this. The method brought in new customers many of whom dealt with him for a considerable number of years.

"Quality Cards"

Let your window display man and mail order man try this method. Let them use "quality cards" instead of "price cards" in the windows. Let the mail order man put description of the goods mentioning the qualities in such a way as to be in consonance with the needs of the buyers. The result would be tremendous success.

Lowering the price has become too stale a fashion now-a-days. Serve the customer according to his needs giving a complete narrative of the qualities that would exactly meet his requirements and you can continue to sell goods even of high quality without lowering the price and sell them even in the teeth of competition.

TOUCH THE SPRINGS IN THE HUMAN MIND AND LOOK TO THE AFFAIRS OF YOUR FELLOW-BEINGS WITH SYMPATHY AND DEVOTION.

ALOOFNESS TO THE CUSTOMERS' NEEDS IS THE GRAVE FOR EVERY BUSINESSMAN.

XI.

TREAT YOUR CUSTOMERS AS FRIENDS.

New Forces.

WITH competition increasing every day in the business world and more educated and polished people coming into business fold, every businessman must equip himself with the forces that secure the friendliness of fellow-beings in his concern. You cannot any longer neglect learning from the sentiments of the living people on whom you have to base the foundation of success in your life; you cannot confine yourself to dead, time-worn customs consecrated by usage since the days of your fore-fathers.

Modern forces have stirring effects on public life and unless you can touch the hidden springs in human mind and look to the affairs of the fellow-beings with sympathy and devotion you cannot expect to move them to your benefit. You have perhaps studied the needs of your fellow-beings and have prepared your-

self to meet them honestly and devotedly; that has been done for thousands of years. There is other force working to-day.

This is sympathy in the affairs of the fellow-beings. This is the new idea promising to unfold a new chapter in the history of business building, the idea of treating every prospect with a degree of sympathy and cordiality that would make him consider you a friend in every need.

Mind—A Living Organism.

The human mind is a living organism, responsive to every touch of cordiality. It is incapable of being divided into water-tight compartments, irresponsive to human sympathies. Whenever a new impulse is felt in one particular direction, it affects the whole organism, manifesting itself throughout the sphere of its activities. This new impulse of the modern business world is devoted sympathy for the needs of the customer.

The new ideals and the new methods move the people and impart to them a feeling of friendliness that bears expected fruit in the manifold activities of an awakened conscious-

ness. The pleasure and profit of a wise businessman are derived rather in associating with other people and paying close attention to what they like and what they do not like, so that in case of any need they will naturally come to him for help and advice. Help them, please them, serve them, and they will never fail to respond by making you rich.

The Friendly Tie.

Whether you run a big factory or a small shop, run it on one persistent aim to attract your customer to you and your firm on a friendly tie. It is a big job to find a customer, but make the job progressive by holding the customer attached to you. That is indeed a harder thing, but that is the new idea to-day and this spells success to the businessman.

Every customer expects fair dealings and honest return for the money he spends. He may be satisfied with this but he will not be moved by this alone. To give him what he expects is not enough. You must be ready to give him in your behaviour more than what he expects—a really sympathetic treatment in his need—give him a pleasant surprise. Whether he has purchased anything from you

or not, let your cordiality and attention impress upon him a sense of friendliness so that he will see for himself that your firm is being run to give him a real service.

Don't be Aloof.

Aloofness to the customers' needs is the grave for every businessman. It has destroyed many a shop filled with good merchandise. Cordiality to customers' needs and all attention to his enquiries are the key-note to success for the businessman, sales-people, shop assistant, for everyone who has to come into contact with other people.

You must not be inattentive even to any stranger who visits you or allow your assistants to be inattentive. It is frequently seen that shop assistants are gupping or devoting themselves to fiction reading in dull moments when one enters a shop to whom scanty attention is paid.

Attendants are sometimes absent-minded. They show goods to the customer without any interest: they apparently feel relieved when the customer stops buying and goes off as if they want to be left alone with their thoughts.

Such men are customer-repelling, they should have no place in any business.

It is a serious matter, this aloofness, this disinterested attitude. It drives away trade, prevents customers from buying, makes the shop repellent. The whole attention of the assistants and business managers must be paid to the wishes and convenience of the customer. Sympathy and cordiality in fact are the royal road to success, never indeed, dislike or indifference to the customers' wishes, which drive them to other shops. Every manager of a business, no matter what its size, must devote closest attention to this that no attendant on the customer should treat him with indifference, flout him, or snap at him.

Sympathy With Customer's Needs.

Whoever visits your shop, whoever writes to you on any business, whoever comes in touch with your business, send out all the sympathy of your heart to his need, make him a friend. He will never fail to respond to your cordiality.

Stimulate the feeling of friendship in your customer—that is the new impulse of

modern business. Agricola is reported by Tacitus to have made the shrewd observation that the government of a household is more difficult than that of an empire. Armed with immense power an autocrat is tempted to follow short cuts in dealing with an unforeseen situation. In running an empire or even in running a factory employing thousands of labour, repression is handy and promises to be effective. The heavy price, in revolution and strike, that has to be paid, the moral result that it produces in the long run, are lost sight of in the eager desire to do things quickly. Temporary success is perhaps achieved but permanent injury is done and the seeds of future troubles are sown.

But when an explosion takes place in a family, good sense and family affection supplemented by friendly counsels help to bring things to their normal conditions; generally they are found effective. So in the conduct of shop or even factories. It is sympathy with other's wishes that is found to be effective whether in meeting the discontent of the workers or attaching the customers. Create new customers by promise of service, and hold them

on by animating these promises with friendly impulse instinct with a sense of service and confidence.

Responsive Friendship.

You will remember that well-known passage in one of Herbert Spencer's books in which he says, "If you want to win over people, you must seem to love them; and the best way to seem to love them is really to love them." Whether it is the case with your customers or your subordinates or even labouring workers, it is the same principle that rules the human heart. Make their interest common with yours, co-operate with their objects and make them co-operate with yours, befriend their endeavours and they will befriend yours. Although the vested interests between the customers and sellers, workers and masters would appear to be contrary to each other, necromancy of high endeavours inspired by lofty motives of cordiality never fails to touch human heart in responsive friendship.

ARE YOU THINKING OF A COUNTRY-WIDE MARKET OF 350 MILLION BUYERS?

DEVELOP THE HUMAN TOUCH AND INVIGORATE THE INTERESTED ATTENTION OF THE CUSTOMER TO LEAD HIM TO THE PURCHASING POSE OF MIND.

XII.

THE PURCHASING INSTINCT.

Law That Guides Purchase.

THUS creating the human needs and preparing yourself to meet them, the question is how you will move the human heart to approach you with the right purchasing instinct.

As in every other human effort, there is indeed a law of sale that guides every human purchase. In effecting a sale we find we have to get favourable attention first, then interest in the goods, then the desire for them and finally to the purchase.

It was not even half a century back that shop-keepers and businessmen could effect their sales only to people living within 200 yards of their shops. In the present day of more widened market, still there are factories in the country which have not yet developed an ambition to sell their products to customers beyond a few miles of the situation. The development of modern institutions which

immensely broadened the market has not touched and broadened their outlook.

A country-wide market! A market of 350 millions of people! Are our businessmen thinking about this in these miraculous days of wide-world expansion?

Yes, if your outlook is confined to your city gates as of yore, or if you be satisfied with the customers that approach your shop out of sympathy for its situation, which may even be the best in the city, your expansion cannot but be limited to the sphere of your narrow view. That is still the whole prospect of our small businessman, manufacturer or seller. It cannot be improved until new light is thrown on our endeavours and our prospects broadened in accordance with modern development and modern requirements.

Win The Interested Attention.

How to win favourable and interested attention—that is the first lesson which every businessman must devote himself to learn and understand. There is no place of platitudes, no aloof impersonal phrases in business pleading, whether you are talking with your pros-

pect or writing to him. You cannot expect a man's favourable attention unless you present your proposition, falling in line with his points of view, not with your point of view.

Talk to him or write to him in a pleasant way. But always endeavour to make your talks present his point of view, not your point of view. No one likes a begging letter or a begging talker. Make him smile and he will soon become converted to your proposition. Let there be no formality about your writings or pleadings. Let there be no mere self-praise.

Fascination of News.

Impart to your customer, news about your ware or your factory. There may be news of a new style or a new invention, a new way of use. It may be simple, without any effort to attract. But it must be news that you impart to your prospect, and news is the one fascinating thing that every one loves to know.

Explore the soft corner in your prospect. A long winding argument may astonish him but will not impress him into purchasing. A

labyrinth of statistical tale or high sounding self-laudation may surprise him but will not move him to action. Touch him through his feelings, not try to force yours on him, move him by instigating his motives—that will put him to action. This is the human touch that always counts in the business literature—may it be the spoken language or written language.

The Human Touch.

How you will develop this human touch which invigorates the interested attention in man and leads him to the purchasing pose of mind ?

Make your appeal alive with the proposition of your customer's interest ; do away with all formality, use no abstract word. Conversational style with simple words and short sentences in case of written appeal describing how the buyer's home will be beautifully enjoyable with that Piano or Radio or how his child will enjoy the hilarity of a ride in the country-side every morning with that bicycle or how the buyer's time will be saved or he will enjoy the honour of being punctual with that watch, will move every heart like an enjoyable talk from a cheery optimistic friend.

Let there be wit but nothing commonplace and vulgar. A pleasant laugh will invigorate the purchasing spirit.

If your appeal be a written one, say a folder or leaflet or even a catalogue, illustrate it with pictures of people in action. If you are selling a bed, illustrate not the bed alone but how comfortably one is sleeping in the bed; if you are a builder, illustrate your literature not with a house by itself but how the house is brought into enjoyable service of the people; if you are selling a machine, show it in use and accumulating products rather than the machine alone.

Touch the human heart through description of the enjoyable action. There is nothing like it—the human touch.

Inspire Curiosity.

Human curiosity for a novelty is another weapon to attract attention. Inspire interest in your buyer by exciting his curiosity.

Curiosity sways the human mind more than anything else to step ahead off the beaten track. Curiosity influences men in every situation, from a prince to a peasant,

RM. MUTHIAH
ARTIST

from a philosopher to a commoner; it moves men and women alike.

Curiosity moves people to action. It is the business of every seller to study how to make people wonder, how to use the marvellous fascination of the unknown. This is the job the seller is constantly aiming at—to excite the interest of the buyer through playing upon the instinct of curiosity that is in him.

The mind instinctively begins to think when it confronts a new situation, a new question, a new development. Mind has no interest in ordinary everyday things. It will not notice them; but impart a new situation, curiosity will be excited and it will throw the mind into action.

Make your shop front always changing. People walk past your shop and scarcely see it. They walk in a hackneyed way—always in a trance. They walk automatically unless something revolutionary is presented to their view.

Well dress your window, that will attract attention. This is why window display has become an art in present day advertising. Window can be made to be full of life-giving

curiosity—the modern miracle created by scientific salesmanship.

Excite the Sentiment.

Treat the people according to their nature. Neither quality nor cheapness is sufficient. There must be excitement as well.

Present your goods to the people in such a way as to make them ask "why." Have something different from the ordinary, that the people will talk about. Excite them to talk, to think and they will talk and think of you and your goods.

Then there is human sentiment. No one is willing to exhibit it or show himself being moved by this. Yet there is an under-current of sentiment even in the stoniest of hearts.

Men have been heard often to say, "There is no sentiment in business." Business appears to be business only with all businessmen as if devoid of sentiment. But as human history is shaped by the active part played by sentiment in human life and action, so the human business is built up by an underwork of sentiment and feeling in all spheres of its development.

For generation after generation human race has been swayed more by appeal to the sentiment than by the arranging of statistics and facts. "The fact is," writes an influential business educator, "that the average life is about 90 per cent emotional and 10 per cent. intellectual and financial."

Thus here is a ground work on which we can fairly build up a super-structure of business progress. Sway your prospect by moving his feelings. But do it carefully—very carefully, for sentiment is a very delicate function of the human mind and as soon as it will appear to be acting, it will at once repel the customer.

Yet it has an immense power over human mind when the appeal to sentiment is put in all sincerity and in all fairness to the customer's interest. To be really effective, the appeal must be sincere when it will influence men as well as women, impressionable as well as stoic old.

The scientists admit that the human brain is moved by feeling much more than by reason. Even Herbert Spencer once admit-

ted that the brain is largely made up of feelings.

Sentiment rules the world. It made history of all nations. It made the literature. It moves the intellect of the human beings. It has been moving the heroes of every tribe and race since the beginning of human activities. The ups and downs of every nation's life have been dependent on the emotion and feeling of the human mind.

So make your appeal upon the feeling and emotion of your customer. Strike him in the soft string in his heart. Urge him to action through emotion for his near and dear ones. Through his devotion to his beloved persons and objects, his attention will be devotedly directed to you and your activities and his purchasing instinct excited.

Ambition and Prestige.

Ambition and prestige are twin powers that move the human mind very powerfully to purchase. Indeed those few lucky people who have either inherited or amassed wealth much more beyond their less lucky, yet very numerous, fellow-beings who have to remain satisfied with few pleasures of life beyond

subsistence, are moved more by a spirit of ambition to purchase than by anything else.

They form an aristocracy of good purchasers. Their favour makes the merchant rich. They are enthusiastic spenders. They create the fashion, and thousands of people less favourably situated follow them.

The ambition of the spenders cares very little for price. They scorn economics. They abhor bargains. They are ready to pay high prices for something new—something exclusive. Their followers, however, have to think of economy more from the circumstances than from inclination.

Therefore appeal to ambition as well as to economy to excite the purchasing instinct of both the classes. Cater to the people who are always looking up to climbing higher in world's estimation of notoriety, also cater to those who sleep with their savings-bank book under their pillows. Rest assured there are not many misers in the world.

The Folly of Price-cutting.

Don't be frantically price-cutting. Appeal to ambition is often more successful than

unreasonable slaughtering of prices. There are more people in the world who think less of money than those who think the buying power of money. Endless price-cutting is thus foolish as well as unprofitable. Prove that your goods are worthy of their money. Cheapness is not the only quality.

Remember, whether you deal with costly diamonds or high-priced articles of art or you deal in the ordinary low-priced goods of fancy and art, it is quality that counts. Nothing common, nothing cheap; worthy of the price claimed, worthy of the ambition of the purchaser. Create a prestige for your firm by catering to the ambition of the customer. Low price but not cheap—more than the worth of the money spent.

ADVERTISING IS GROWING INTO THE QUICKEST AND CHEAPEST MEANS TO ATTRACT NEW CUSTOMERS.

CREATE NEW NECESSITIES WHERE THERE WAS NONE BY CAREFULLY PLANNED ADVERTISEMENT.

XIII.

CREATING CUSTOMERS BY ADVERTISEMENT.

A Feeling of Competition.

IN CONSEQUENCE of the complexity of the industrial situation brought in by the development of civilised and economic surroundings in which we are living and moving, there has grown up a feeling of competition from which has evolved the modern art of advertising.

Advertising is gradually, and withal specially, growing into a professional art; when well done it is indeed the quickest and cheapest means to attract new customers.

Every one in business is now feeling the value and necessity of advertising—the manufacturer creates a demand for his products through advertising, the agent persuades the dealer to carry a good stock, the dealer educates the people into new needs, all through diverse methods of advertisement.

Every manufacturer, every trader, every dealer avails himself of every opportunity of an advertising propaganda to train up the public mind in a receptive condition regarding his commodities.

Hundreds of thousands of rupees are spent annually and tons of papers and printer's ink are wasted over advertising even in this country where education has penetrated hardly the fringe of our society. We say *wasted* advisedly, because there has yet been very little done to develop the art of advertising. We disseminate information about a product; there ends the efforts of the majority of our advertising businessmen. No attempt is made even to induce a public attitude favourable to a sale.

We confess that there is always an element of chance in all advertising, as there is an element of chance in every other human endeavour. But skill and forethought engendered by experience and extensive study of the disposition of the human mind must be brought into play to reduce this element. We cannot give up food altogether to be saved from indigestion or remain an old bachelor

to solve the marriage problem. The risk must be faced and reduced by forethought and sensible study. It is indeed experience of many that nothing pays better than right advertising at the right time in the right medium.

Creative Power of Advertisement.

What should be the motive behind all advertisement campaigns ? The fact remains that no firm—manufacturer or seller—can now-a-days ignore the power of advertising, even if it is merely for dissemination of information of his goods. Public must be taught the good points even of good articles, otherwise it is slow to appreciate. Even old-established firms cannot rely upon sons to buy where their fathers bought.

Business is unmistakably moving from men who do not advertise to men who do advertise in whatever way they can.

But the motive behind all advertisements should be the maximum of benefit at the minimum of expense. Advertisements must be penetrating, not like buck-shots which waste energy. They must concentrate the full force of illuminating news about the products advertised through the lens of advertisement

in order that the customer-mind is fired to action.

But that is not all—mere notoriety will not do, mere pulling at the customer, even holding him to yourself will not be sufficient. New customers must be created, and when you can do that quickly and cheaply, certainly your advertisement is well done.

Create new necessities where there was none. Implant in the diversified mentality of human nature the idea that certain things are needed which were never before regarded as necessary to human contentment or happiness. The economic effort must be enlarged and the horizon of man's daily life and expectation must also be expanded by bringing to his attention new commodities designed for his comfort and convenience without which he would have been perfectly happy in his ignorance.

Educate the Mind.

Here is the proper function of advertisement: to educate the mind about its necessities, to disseminate the information about the means to fulfil them. When a man has imbibed the idea of want and learned of the existence of the means of satisfaction, he can-

not feel happy or contented until he possesses them. That is the peculiar psychology of the human mind of which the advertiser takes advantage. Human want is created by constant reiteration of the new service and new enjoyment that would be conferred by a new article. Men would be gradually impressed with the idea that they were behind the times and were unnecessarily and unjudicially depriving themselves of a source of comfort and convenience.

After all, repetition counts and advertising, which is nothing but sensible repetition, is the voice of business. The businessman cannot afford to be dumb, he must be a loud talker, only he must make sure that his voice is pleasant and likeable and not merely a shout like the shrill sound of brassware dealer.

The Idea of a Necessity.

We repeat—create the idea of a necessity, instil it in the mind of your prospective customer. As you progress you increase your customers. We cite an example. The average man was perfectly willing to use an old-fashioned folding razor all his life. The necessities of the shaving performance were

fully satisfied with it. Indeed the barber still finds it a very satisfactory implement for his art. But a sense of dissatisfaction was easily excited as soon as the advertising man comes in and we find safety razors in use by thousands and hundreds of thousands. And not only this, those men who were only recently content to make lather for their face in shaving cups, having learned the advantages of the shaving stick, now make lather on their faces instead of in a cup.

Not even a third of a century ago average men were generally satisfied with one pair of footwear at a time. Now-a-days, under the influence of some of the most persuasive advertisements that appear in the public press, no man is content without a quarter dozen pair of shoes, if not exactly half a dozen, to provide him with all the changes necessary to bring about the foot ease which he has been persuaded to believe is his natural right.

Phonograph is indeed an article of luxury in the average home. But we are gradually being relieved of the notion by the persistent hammering of the advertising men. Whether the talking machine becomes a necessity or not

in every well-regulated family, it is plainly evident that the time is not far distant when phonograph will be just as common a piece of furniture in the average home as the sewing machine. Similar is also the case with costly and expensive torch light. It is penetrating into our moffusil homes and we would not wonder to find it in every rustic hand in the dark tracts of villages in near future.

Witchery of a Camera.

And think for a moment what modern advertising has done for human happiness and enjoyment by bringing within his reach the witchery of a camera; how it has brought to the poor and rich alike the most fascinating of all out-door pastimes. Photography with all its artistic joys and thrilling surprises, is no longer a sealed book. Through advertising we are imbued with the idea that it is our duty to preserve in lengths of films the images of loved ones, as well as the records of incidents and occasions that are invested with unusual joy—records that will recall the pleasurable and delightful associations of the past. By multiplying these impressions in the human mind, the camera man has built a

mammoth industry and a business which covers the globe.

Automobiles as Easy Conveyances.

The extensive and progressive service that the automobile is rendering is another glaring instance of how the sense of a new necessity has been thrust upon man. When the automobile first made its appearance upon our streets and highways, its progress was impeded by jibes and jeers of those who could not believe that a locomotive running wildly in the streets would ever be permitted to supplant the ordinary forms of conveyance. The popular prejudice against it seemed well nigh unsurmountable. But the persistent hammering of the advertisement man has broken down this prejudice and now thousands of buzzing cars in every country mark the monumental achievement of the genius of the modern advertiser. Popular prejudice has been removed and the human mind is gradually acquiring the notion that the automobile is no longer a luxury but a necessity.

Another New Necessity.

Yet another triumph of a wisely-planned advertisement campaign is recorded by the

distinct preference shown to cigarettes in the present age. It is within the memory of many how the *hookah* (water-pipe) tobacco held the field all to itself for a considerable period and gave perfect satisfaction to the smokers in spite of its long train of worrisome paraphernalia. A modification of the popular taste was hardly believed possible in such a country like India and among such a people with a rigid conservative frame of mind. Towards the end of the nineteenth century some foreign firms with enterprise marked an opening in India for the consumption of American tobacco in supersession of the *hookah* tobacco, still commonly used by the people. Acting on this idea they imported cigarettes in increasing quantities and laid a well-conceived plan to popularise them. They offered the goods at rates within the reach of the masses and also brought them within easy reach of the customer. This had a manifest effect upon the sale proceeds but they did not stop there. They went on hammering upon the ears of a vacillating people the numerous advantages of cigarettes and built a number of quality points based upon their superior

flavour, simplicity of use, easiness of handling during outdoor occupations and possibility of dispensing with the tedious paraphernalia. The sale which was at first practically confined to a few large towns among the fashionable people has gone up by leaps and bounds with the result that these command a sale of several crores of rupees a year in India.

Advertising Builds Industries.

Advertising without doubt creates new necessities and new customers, and builds business with potency that shows a far reaching effect. When new wants and new desires are created, new customers will come in train and great industries will be developed for their satisfaction.

HUMANISE YOUR ADVERTISEMENTS.

WRITE IN THE TERM OF THE CUSTOMERS, NOT OF THE COMMODITIES.

TELL ONLY THE TRUTH BUT MAKE THE TRUTH INTERESTING TO THE CUSTOMER.

XIV.

BETTER ADVERTISING FOR BETTER EFFECT.

A Few Hints Only.

THE art of advertising is a subject by itself, and a huge amount of literature has been built upon it. We can well spare this from the fold of this book; yet we feel this book will not be complete if a few hints are not given on the utility and potency of a well-directed advertisement campaign for creating new customers.

Different business requires different methods of advertisement. Small traders, small manufacturers and shop-keepers are our primary concern; because we write more for them than for the bigger concerns—the monopoly business, the big amalgamation business, the big capital combines. Their requirement for a training in the art of creating customers is indeed no less than that of the smaller concerns who however cannot delay it.

Requirements of Buyers.

Begin with a study of the buyers; study their real requirement, study the mind that rules all their purchases. Adopt your advertisements to appeal to them.

Direct your arguments with a view to create and satisfy public want—buyer's want. Let your advertisement be not merely interesting and attractive, not only to bring in more notoriety, not surely to entertain and amuse the customer. Let it not be a mere noise—loud harsh noise as is created by the beating of a drum by a wayside show man.

Let not your advertisement be a boaster merely. "No boaster has ever held his audience."

The first point in all advertisement should be that it is interesting from the point of view of the customer.

The next point is that it should be truthful. You cannot build a permanent business upon lies. The truth must be told not in hackneyed, stale phrases and sentences, not in standardised forms and methods, but in a distinctive, interesting way, with a sense of confidence excited in the customer.

Your advertisement must be like an experienced and trained salesman talking, who can know the customer's interest and identify himself with it. It must not be mere cant, a medley of phrases—such as "good, of the highest quality, lowest price, give perfect service, sell regardless of cost, make you happy"—apparent bluffs which interest no body, certainly not deceive any one. Your advertisement should talk of your customer, express his view point at the beginning rather than talk of yourself or your goods, express his ideas rather than yours. Find out what your customer wants, and represent these wants in your advertisements, understand his wishes and needs, express them in your advertisements, then mention the service your goods can render for the satisfaction of these wishes.

Humanise Your Art.

The head line should indicate and express the customer's needs. This should be followed by a few lively words extending the customer's idea. Follow this by a description of the desirability of your goods. Then have a clinching inducement followed by your name and address.

RM. MUTHIAH
ARTIST
KOTTAIYUR

This is a general idea but every advertisement should be based on the necessity of the situation and the goods. Only write in the term of the customer, not of the commodity. Humanise your advertisement by recounting on the needs and hopes, pleasure and ambition of the people rather than the beauties of your goods. In selling a hat tell the customer how he or she will look younger with the hat rather than how the hat would look beautiful on his head.

Begin an advertisement of soap with a captivating talk about the beauties and benefits of cleanliness and not about soap. This will come as a step in consequence only to show what it can do to effectuate cleanliness.

Talk about fashion, not about that frock or *saree*. Describe the home comforts, not the furniture. Write about the enjoyment of travel and only secondarily mention of the motor car as the means. Particularise about personality and individuality which a particular shirt or coat may confer on the customer rather than describe the shirt. Write on the profits of punctuality rather than on the size and price of a watch. Think of the customer's

wants and feelings first as a primary consideration and then describe what the goods will mean to him. Excite the imagination and draw out the customer's sympathy; unless you can do this, you cannot expect your customer to sympathise with the description of your goods.

In every advertisement appeal to human interest in the customer, make every attempt to draw his attention and stimulate him to look to you and your goods.

Window Display.

Window display is another mode of advertisement which no retailer can overlook. Humanise your window also, compel customer's attention by dressing it from the customer's point of view. Announce to him through the window what a high grade thing can be had at "a penny a day." Announce "To-day's Bargain" to bring passers-by to your shop. Offer some article out of your dead stock at half price.

Mirror has a peculiar effect in window display. A display of colour without disharmony has a very inducing effect. Sign and

words to display durability and workmanship are also very powerful inducement. Think of the effect a suit artistically hung in a window, turned inside out, with such words—"There are over 50,000 stitches in this suit—all good, strong honest stitches"—will produce on the passers-by.

One of the very best attraction for any retail shop is strong bright light. Let there be no half-lit corner or darkish show case. In these days of electric lights and petrol lamps it is most unwise to have your shop lit by old-fashioned lamps. There are at least advantages in better lighting. It

Adds attractiveness and value to the merchandise;

Permits closer and more accurate inspection of goods, thus cutting returns and exchanges;

Emphasises the fact that the shop is clean, neat, up-to-date;

Establishes an atmosphere of cheerfulness that makes for congeniality and courtesy on the part of the salespeople;

Saves rent for the shop in the middle of the street by enabling it to compete with the shop at the corner;

Attracts trade from the poorly lighted shop;

Makes it possible to use effectively every foot of space;

Brings out the colour and texture of the goods;

Sells more goods; and

Brings in, above all, more new customers.

Window display as also the writing of advertisement has been made into a fine art; numerous books may be found on the subject. A progressive displayer should study the experience of others, more advanced in the line and make their practices adoptable to his needs.

COMBINE PRINTING PRESS WITH BETTER SALESMANSHIP.

LET IT REVOLUTIONISE HUMAN EFFORT IN COMMERCIAL DISTRIBUTION.

ENLIVEN THE COLD LEAD TO STIMULATE HUMAN WANTS TO NEW DESIRES.

XV.

NEW CUSTOMERS THROUGH THE PRINTING PRESS.

Wide Field of Earning.

IN THESE miraculous days of the twentieth century the market has been widened; possibilities have been extended for every sort of business; and the field of business offers opportunity which no other field of earning can dream of.

Catering a market of a hundred million people from your tiny hundred square feet shop has become possible in these days of wonderful possibilities—a market of the human race, if you properly handle your sales proposition. The Printing Press offers a new advantage, a stupendous advantage in these days of grace. We are only recently learning how to combine printing press with better salesmanship—it is a new combination full of possibilities not only for the big manufacturer and trader but also for the small trader even in an out-of-the-way town.

It is an education—this new art of creating new customers. Every other sort of education is put into the human society through printed books, the spoken schooling has been practically put out of existence. The printed education is reshaping human affairs. Why should it not reshape the methods of finding and creating customers? It has revolutionised human effort in commercial distribution.

There were story-tellers in Rome, in Greece, in Persia, in China, in India—in every civilised country in pre-printing days. Possibly you will still find story-telling in Tibet and in African interior. In those days the traders sold their goods at city gates or market places to customers who could reach the shop. The method is followed still by most shopkeepers. But the problem of cheap and wide distribution of goods is presenting new phases, new light is being thrown upon it. Those who will grasp the opportunity first will be the winner in the present day business struggle. A new opportunity is dawning upon India among our educated people of progressive tendency. Will they prove their readiness?

Plan Your Sales in a New Way.

Begin to count your customers by tens of thousands, hundreds of thousands, build your plans of marketing through the printing press, captivate their attention by persuasive letters, excite their interest and desire through printed pleadings, and secure their purchase. The persuasion that aims at the conquest of the market cannot end by ringing to human ears now. The cold lead of the printers must be enlivened to stimulate human wants to new desires.

Every trader now aims at not only to create a location power but also a letter power. Every out-going letter should aim at bringing a new opportunity—a new customer. As you have been talking to score of visitors to your store or factory, you have now also to write to thousands of prospects to convert them into your customers.

In short sentences and short paragraphs, in personal and friendly style write to your prospects about the convenience your method offers, about the saving of money it effects, the opportunity it affords for easy and confidential satisfaction of a desire.

Mystery of Postal Buying.

There is a fascination in buying through post. It is a mystery to buy through post goods which may be locally had; the mystery may some day be solved but it is the fact with which we are concerned. Of course novelties sell most by mail but staple goods with a novel name are also good sellers.

Make your sales letters live and not dead, crammed with moribund phrases and sentiments. Present some kind of opportunity, show what the prospect saves by quick attention. Do not over-praise your article. As in local selling so also in advertising, always look at your sales proposition from the customer's point of view, attend to his advantages to draw out his sense of need, excite his desire and describe your article in a way as to make the reader wish to have it at once.

Other Forms of Publicity.

With millions of possible consumers of a product in this country alone, the old-time methods of telling the consumer about a product must be abandoned. You cannot reach them through travelling salesmen, nor can you stand

in front of your place of business and tell every passer-by the merits of your product; neither can you hope to reach them through a system of correspondence through the mails, however elaborate and comprehensive might be the scheme devised; neither is it possible to reach any considerable portion of these possible consumers through one channel of publicity. The multiplied, complex activities of our population call for a diversity of mediums through which the public attention may be arrested. While the problem of advertising for a local dealer who seeks only to reach the people of his own town is a comparatively simple one, the problem of covering the national field is so big that it calls for a carefully planned combination of many forms of advertising. It is no longer possible to reach all the people through circulars. This must be supplemented by other forms of advertising and other methods of attracting public attention, such as magazine and newspaper, billboards, street car cards, calendars, blotters, etc. The methods to be used, of course, depend upon the product to be advertised..

Make the Reader Say "Yes."

Whatever be the form of your publicity let there be no wordy argument. There should be no hitting but your proposition should be presented to be pleasantly remembered.

Do not end in a violent way. Always remember the one main purpose of your publicity is to make the reader think or say "yes." Endeavour to persuade the reader to act, to agree, to your proposition.

Study what people need, study how you can satisfy these. Express the result of your study in your talking to your prospect, in displaying your shop window, in presenting your factory to the people, in announcing your goods by advertisement or by letter. This, reasonably and effectively done, will bring in new customers and direct the course of business.

PROFIT IS NOT THE BASIS OF ANY BUSINESS —IT MUST BE THE RESULT OF SERVICE WHICH THE BUSINESS IS CONDUCTED TO RENDER. TURN OVER TO THE PUBLIC AN INCREASINGLY BETTER PRODUCT AT AN EVER-DECREASING PRICE.

XVI.

THE REAL BUSINESS.

Avoid Greed and Waste.

ARE you a manufacturer or a trader? Whatever you may be, or even a novice still contemplating to father a new undertaking, remember always that the best business which has service as its object, and money incommensurate with service rendered, should be started small, without any greed in the businessman and without any waste in the process of the business. Greed is an unnecessary element in every man, it is merely not growth of narrow-sightedness, and no great thing can be accomplished by those whose views of human service have not been broadened.

Better Your Idea.

But in the beginning waste may be unavoidable. There is waste of labour, of material, of time—waste on all sides. But unquestionably waste is due largely to not

understanding what one does or to carelessness in details of the process of doing things. Prepare your plans with the utmost scrutiny. Don't rush into business without being certain of the service you are going to render and without thinking out the whole process of creating need for the service in the people. It does not pay to hurry. When you are starting, carefully examine your idea. Given it is sound, go on bettering it at every step you proceed and with every-day experience. It is better to concentrate on perfecting the idea you started with than to hunt around for a new idea every step you proceed.

Fear no Future, Venerate no Past.

When you have started with a good idea of service, let there be a complete absence of fear of the future. One who fears the future, who fears failures, who hesitates to progress, limits one's activities. Let there also be no implicit veneration for the past. Keep your mind fixed on your destination as you do when crossing a waterway over a pole. If you hesitate every time you place your foot on the pole, that would be courting failure which may throw you down. Otherwise every failure

will prove only the opportunity to start more intelligently. There is no disgrace in honest failure; there is disgrace in fearing to fail. There is no disgrace in honest labour, but if your progress is impeded by false pride of your past occupation or attainment it is certainly disgraceful. The past is useful as long as it suggests ways and means for progress.

Service and Profit.

Let there be no fear of competition as long as you are determined to put service before earning profit. Trading certainly is not buying low and selling high. It is the process of buying at a fairly reasonable price and transferring to the consumer with the least addition of cost for the dealing. Speculating or sharp dealing only tends to clog this progression.

Any way you must put service before profit. Of course, there is nothing inherently wrong about making profit, and without profit business cannot extend. The first lookout would be that the business is well conducted—no loss of effort, no loss of time, no loss of space, no wastage to increase the cost of the

dealing. Profit cannot be the basis of any business—it must be the result of service which the business is conducted to render. Indeed no well-conducted business fails to return a profit inevitably as a reward for good service.

Do not give much thought to finance even. The best idea for every beginner ought to be to begin small and gradually to build up out of the earning. Money should come as the result of the work and not before the work. If you place the thought of finance ahead of work, it will tend to kill the work and destroy the fundamental of service. If the money is thought of first instead of work, it brings on fear of failure which blocks every avenue of extension and progress—it makes one afraid of competition, of changing one's methods or of doing anything which might change the condition.

Value of an Expert.

Don't pretend to think yourself an expert. That would spell end of your progress. That would mean that you have learnt everything of your art and have nothing more to learn. The real fact is none ever considers himself an

expert if he really knows his job. A man who knows a job sees that much more is to be done than he has done; that he is always pressing forward and never gives up an instant of thought to how good and how efficient he is. Thinking always ahead, thinking always of trying to do more, brings a state of the mind in which nothing is impossible. The moment one gets into the "expert" state of the mind, a great number of things becomes impossible.

Likewise never bring in experts to advise you in your business. They are of course wise people—they are wise and practical too, to such an extent that they always know to a dot just why something cannot be done. They always know the limitations and can argue their way to drive away every instinct of progress not only in the beginner but even in the experienced businessman. They can give you too many nice advice to enable you to make little progress. You can employ an expert when you want to kill opposition of unfairly competitors or partners.

Overcome Impossibility.

Endow no progressive frame of mind with an idea of impossibility. This will be

limiting the activities of an enthusiastic mind that is bending upon progress. Indeed there would appear a limitation to the range of human possibility; but can you discover any one to know enough of anything on this earth to definitely pronounce what is not possible? A thing is impossible as long as an idea is not found to approach it. You must always devote yourself to find out the way to accomplish a thing better, and when you have found the way which no earnest and sincere worker will even fail to find, the terror of impossibility will vanish. The highest peak is not unsurmountable: only a way to reach it, a means to overcome the difficulties surrounding it, must have to be found out. This is also with business. Start with what you have, go on eliminating superfluities, finding out the easier way, the shorter way to reach the public satisfaction, providing better and better service as you proceed, and a way to overcoming impossibility will lay open before you.

Have Good Business.

Why not always have good business? There are spells of dull season in every business—there are periods of good season also,

when orders and jobs are plentiful. Business progresses by fits and starts, now going too fast, now stopping altogether.

There is said to be a shortage of goods when a great many people want to buy. There is over-production when no body wants to buy. But is business good or bad according to the freaks of fate? Have we to accept these conditions as inevitable? Or, business is good or bad as we make it so? Is not bad season precursor of bad management?

The periodic depressions are serious indeed and more so because they seem so vast as to be uncontrollable. But let us consider fundamentals of prosperity first. Progress is not made by putting up of a series of stunts, and business cannot expect to progress without thinking. What is, however, a truly prosperous time? Is it not when the largest number of people are getting all they can legitimately, eat and wear and are in every sense comfortable. Does not the degree of comfort of the people at large prove prosperity more than the size of the trader's or manufacturer's bank balance? The function of the trader or the manufacturer is to contribute to

this comfort. As an instrument of society he can serve the society only when he manages his enterprise in a way to turn over to the public an increasingly better product at an ever-decreasing price. In this way alone can any one in business justify one's existence, not by being able to impose highest price for wares by accidental stunt.

Income and Price.

It all depends upon the income of the people. If the prices are above income, they must go down or the consumer won't want to buy goods. The dealer must then be prepared to reduce his price by better management. If the consumer has not the money to buy, the manufacturer blames the consumer and says that business is bad. The proper order should be for the dealer or manufacturer to find a way to reduce his price by better management or to assemble better body of consumers who can pay better price.

It is the money that makes the wheels of trade go round. And money comes undoubtedly from the consumer. Consequently it follows that success in business is based solely

upon an ability to serve the consumer to his liking. He may be served by quality, he may be served by kind, he may be served by price. He is best served by the highest quality of articles, the best kind at the lowest price, and any man who can give the consumer the best of all services cannot have a bad time in business.

If you have understood the theory of good business, you need no waiting for it but compel it by reducing your prices down to the buying power.

REDUCE PRODUCTION TO A FINE ART BY FIRST NAMING THE PRICE AT WHICH YOUR GOODS ARE MARKETABLE AND THEN FORCE THE COST DOWN.

THIS ASSURES BUSINESS AS LONG AS THERE IS BUSINESS TO DO.

XVII.

CHEAPEN THE PRODUCT.

The Industrial Idea.

HAVE the industrial idea if you are in the manufacturing business. Remember that your products are for the benefit of the consumers and not that the consumers are there to oblige you by purchase of your products. Your profits will be due only if you are able to bring some real benefit to the consumers of your products.

That means you must get a system that will reduce production to a fine art in such a way that the widest circle of consumers will always find your product suitable not only to their benefit but to their purse as well. Your profit would be out of the work you do for the consumers, and not made out of the speculation you can impose upon a needy public.

Business is a process of give and take, live and let live; it is bigger than any man's personal interest, rather it is co-operation among many interests, many forces. To put produc-

tion on such a basis as will provide means for expansion to the real and receivable benefit of the customers is the principle of service which can scarcely fail to move bad business and bad times.

Whatever may be the business condition, if the prices are sufficiently low, buyers will not be lacking. This is one of the elementary conditions which always lead to business success. The market can be stagnant, saturated, only when the prices are above the purchasing power. In every dull market remember this primary condition, for in the healthy market prices are always normal—that is within the purchasing power of the purchaser. When you are in such a condition, either try to find a better market with better paying customers or reduce your prices.

It is an admitted fact that consumption varies according to the price, because every time a price is lowered a new stratum of buying power is reached. But it is a wrong policy to nibble at the price and encourage the customer with a progressive hope of even lower prices. The best policy for the seller would be

to get a big slice out of the price and to get the stuff purchased out of his place.

Widen Your Market.

You can widen your market and be relieved of dullness by encouraging new customers to come in. But in this case you must judge whether the stagnation is universal or only local. When universal, you should take care not to go in for fresh market without reducing your prices.

But reducing the prices—that would appear to be a very big claim. It is indeed better to take less profit and keep business moving than keep the stock at high prices and bar the progress of business.

You cannot sit around holding on to your prices and waiting for something to turn up. Watch the market with a spirit of service and you must be prepared to take loss, less loss with the lower price sale than doing no business and take loss of idleness. It is the part of proprietorship every now and again to lose money.

The money loss involved in price cutting may be great but the loss in not doing busi-

ness is greater indeed, for during the period of idleness fear will consume initiative, and if the shut down is long enough, there will be no energy left to start again.

In a dull market it is useless to wait for the improved condition to come in. You cannot escape reducing the price to what the people will and can pay. You cannot meet it by reducing your quality and cheapening the product. You cannot meet it by retrenching economy which results in a dissatisfied working force.

A Challenge to the Brain.

Every dull market, every depressing condition should be regarded as a challenge to the brains of the manufacturer, the business people. You can meet the abnormal condition only by increasing the efficiency of production. Concentrate on a cheaper yet better production, concentrate on wider and better service rather than in prices—that is the only way to meet a depression. Let there be no false numbness—that is ruinous to every businessman.

But how to increase efficiency and to cheapen price?

That is a very serious question specially when a crisis takes over the business. The inevitable fact remains that you have to sell your goods. To do that you have to fix your price within the purchasing power of the customers, not above the cost you have to incur to produce the article. In all cases of business reduction of price comes first. This will consequently allow extension of operation which again entails improvement of the article consequent upon improved management. The best policy therefore would be first to reduce the price irrespective of cost to a point where more sale will result.

Eliminate Waste.

Then devote yourself to eliminate the wastage of human effort, materials for manufacture, wastage of space and time.

Find out what time your workmen spend by unnecessary movement, by unnecessary dependence on other workmen, by unnecessary search after this or that material, and various other unnecessary modes of wastage. You can avoid all these by more efficient management enabling your workmen to give more product than hitherto without increase of cost.

The usual way in this country and in other manufacturing countries also is to take the costs and then to determine the price. This would appear to be the common sense way. But what earthly use is it to know the cost if it tells you that you cannot manufacture at a price at which the article can be sold? If real business is intended, you should first name the price and then force the cost down by putting everybody concerned to the highest point of efficiency. No leisurely investigation or theoretical speculation will enable you to discover methods of manufacturing and selling under this forced method unless you actually and determinedly apply yourself to actual working.

Laziness and Pride.

Keep laziness and pride away from your business. Some businessmen are too lazy to go down to see what is the matter, or they are too proud to permit the thought that any thing they have originated could go wrong. But the laws of business are like laws of gravity, and the man who opposes them feels their power.

Another thing that you must be careful of is to continue adding to your investment. Investment of new capital is always a ruinous policy. Waste is corrected by proper exercise of brains. Neither of these corrections has anything to do with money.

The internal management and the internal waste in any business are the ones that require most careful and devoted attention. Always keep in view, in all its brightness, the real object of business, which is meeting the wants of the people. If you manufacture and supply what they need and sell it at a price which makes possession a joyful help and not a harassing hardship, then you may rest assured of a business as long as there is business to do.

People buy what helps them just as naturally as they drink water.

NOTHING IS SO HELPFUL IN THE PRACTICAL LINE OF SALESMANSHIP AS PERSONAL EXPERIENCE.

TRUTH, AND NOT OVERPERSUASIVENESS, IS THE BASIS OF ALL ENDURING SUCCESS.

RM. MUTHIAH
ARTIST
KOTTAIYUR
(RAMNAD DIST.)

XVIII.

PRACTICE OF SALESMANSHIP.

Value of Personal Experience.

IT IS a fact beyond dispute that business, old or new, is built upon customers—the growth of business depending entirely upon new customers that must be made to come to it, if the growth is desired.

The foregoing pages are crammed with methods by which new customers are induced to come in. Every method, however, demonstrates the utility of proper salesmanship. It is a practical subject and must be learnt by actual practice.

Yes, personal experience is of absolute need in the practice of salesmanship. Of course other man's experience may be profited by. You can know what to avoid by other man's experience in the line. But every transaction has peculiar difficulties and questions of its own, every customer presents problems which are not alike in any way, and there are no two salesmen who are alike. You cannot

substitute anything which can equip your capacities or exactly fill the place of personal experience in this practical line of salesmanship.

Then there is the popular idea of salesmanship which must be got rid of. Salesmanship is certainly not inducing people to buy what they do not want. Of course there are salesmen in every town of the country whose only object is to heap the people with as many articles of trade as they can, to load the customers with articles that they cannot use and will afterwards regret having bought.

The Folly of Overpersuasiveness.

There are salesmen whose personal equipment is an overpersuasive tongue which is always ready substituting plausibility for facts. This substitution of overpersuasiveness for truth cannot be the basis of proper salesmanship. It can indeed create some new business but cannot bring in ever-satisfied, business-building customers on which every business grows.

Best Value for the Customer.

The first essential to successful salesmanship is the service rendered to the customers.

—clear deliberate intention of selling only that which will prove useful and satisfactory to the customer, giving him best value at the price and helping him to buy advantageously.

Modern business is built on the idea that maximum of satisfaction must be rendered at a minimum of cost to the customer. This idea is based on thorough personal integrity of the seller which protects him from becoming short-sighted so that urging people to buy what is not needed and overstating of merits may be avoided. Meet the customer's objections with thorough explanation and don't show disappointment when the selling fails.

Other Essentials in Salesmanship.

This leads us to the second essential which is the possession of an adequate knowledge of the articles you offer for sale. We have thoroughly treated this already.

We pass on to the third essential which is to have a winning personality. Cultivate your voice to make it well modulated. Articulate distinctly and naturally, and be sincerely interested in what the customer is saying. Well-dressed neat personal appearance is vital to making a good impression upon others.

Cultivate adequate reasoning power—that is the fourth essential in a salesman. New circumstances always arise and unexpected objections are to be met with in every case. No two customers are alike.

Put analysis of your articles in writing, stating each and every point in clear and concise language. Go on doing this for some time and always think out things for yourself. This will develop your reasoning power adequately.

Cultivate commonsense and have full confidence upon yourself—that is our last advice on the essentials of salesmanship.

You can develop your commonsense by closely scrutinising your daily thoughts. Try to be quick in amending your weakness or fault in your way of thinking.

Truth—the Basis of Success.

Truth is the basis of all enduring success. The most successful businessmen of to-day testify to the power of truth as the only stable foundation of all enduring achievements.

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